Leonard Wood Institute Research Project
Final Report

LWI Subaward Number:	26-1009
Project Title:	A study to examine the effectiveness of the strategic communications strategy of the U.S. Army Maneuver Support Center
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Period of Research:	9/1/2009 – 01/31/2010

		Form Approved
Report Documentation Page		*Form Approved* *OMB No. 0704-0188*

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE **2008**	2. REPORT TYPE	3. DATES COVERED **01-09-2009 to 31-01-2010**
4. TITLE AND SUBTITLE **A Study To Examine The Effectiveness Of The strategic communications strategy Of The U.S. Army Maneuver Support Center**		5a. CONTRACT NUMBER
		5b. GRANT NUMBER
		5c. PROGRAM ELEMENT NUMBER
6. AUTHOR(S)		5d. PROJECT NUMBER
		5e. TASK NUMBER
		5f. WORK UNIT NUMBER
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) **University of Missouri - Columbia,Columbia,MO,65211**		8. PERFORMING ORGANIZATION REPORT NUMBER
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)		10. SPONSOR/MONITOR'S ACRONYM(S)
		11. SPONSOR/MONITOR'S REPORT NUMBER(S)

12. DISTRIBUTION/AVAILABILITY STATEMENT **Approved for public release; distribution unlimited**

13. SUPPLEMENTARY NOTES

14. ABSTRACT

15. SUBJECT TERMS

16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT **unclassified**	b. ABSTRACT **unclassified**	c. THIS PAGE **unclassified**	**Same as Report (SAR)**	**86**	

Standard Form 298 (Rev. 8-98)
Prescribed by ANSI Std Z39-18

Project Abstract

One of the challenges in developing agile and adapt leaders is enhancing communication at every level. University of Missouri – Columbia researchers in partnership with Fort Leonard Wood (FLW) STRATCOM and other key personnel, conducted qualitative and quantitative research in order to establish benchmarks and make recommendations about how best to meet communication challenges and opportunities.

Phase I involved a series of interviews with small and medium sized enterprises (SMEs) in all areas of FLW to gain a range of perspectives. This was a critical step, in part because FLW is such a large and complex organization. Phase I also involved analysis of current communication programming, tools, plans, and structure. It emerged that currently an overarching strategic plan did not exist, though considerable progress was being made by the appointment of a STRATCOM cell and leader to bring together communicators in various areas. Notably, excellent communication vehicles did and do exist as evidenced by the *Guidon*, FLW web sites, successful events, and the like. Nevertheless, communication strategy had not been formalized in a document that all entities embraced. Some structural issues and barriers emerged in that it was unclear how the STRATCOM cell can and should interact with senior leaders and stakeholders. In addition, research and evaluation metrics did not exist.

Phase II was a two-pronged effort to better understand internal and one specific external audience. First, for internal stakeholders, researchers developed an online questionnaire that examined media preferences and needs for information based on the Army-centric Media Choice Model (Thorson & Duffy, 2009). This model provided crucial insights and found significant differences among SMEs for types of information they desire and how they prefer to get such information. In the research, we segmented internal stakeholders into Enlisted, Officer, Retired, and Civilian employee groups and we found distinctly different preferences and needs for news and information. Enlisted personnel in particular express stronger needs for information and the manner in which this information is conveyed than other SMEs. Different preferences were also discovered based on a respondent's leadership characteristics. This has implications for leadership training and development. Second, Phase II included qualitative, in-depth interviews with influential individuals in business, government, communities, and media. These interviews sought to establish current perceptions and beliefs about FLW among opinion leaders in Missouri. The interviews revealed that these leaders knew very little about FLW, its sophistication and its mission, and also revealed that they would be receptive to gaining more information and developing stronger ties.

Recommendations

FLW communicators are doing an excellent job with restricted resources using several different communication vehicles. In an interview with the *Guidon*, FLW's newspaper, on the event of his deployment, Major General Gregg Martin stated that there are four central goals for FLW: first, train Warriors; second, train and develop leaders; third,

support and nurture families; and fourth, design capabilities, doctrine, organizational and material solutions for successful warfare. To accomplish this, General Martin went on to say; it would be necessary to team with a variety of stakeholders, military, industrial, academia, political and community leaders. And the key to developing what he called this "team of teams" was top-notch internal and external communication. The following recommendations will increase opportunities to achieve these goals.

1. Examine the current organizational structure and extend the STRATCOM cell's capabilities. Assure that the STRATCOM cell reports directly to the CG and include representation from major areas.

2. Develop a strategic plan based on goals and measureable objectives and including evaluation criteria. The strategic plan goals and objectives should be developed based on knowledge of media and information needs and preferences of stakeholders.

3. Conduct ongoing research to further elaborate current findings and extend understanding of stakeholders and their changing roles and importance to FLW. Use this research as the continuing evaluation criteria.

4. Develop reminder guidelines of best practices in communicating with each segment in the most effective way so as to achieve Fort goals for all personnel charged with communication duties. This report can provide the foundation for these guidelines.

5. Develop an action plan based on influentials research aimed at filling the "blank canvas" that many have regarding the Fort and its activities, and for the Leonard Wood Institute.

6. Enhance the FLW web site so as to make it more useable and accessible to journalists including rich media and other information available for downloads.

7. Develop a message platform designed for business audiences, expand the existing network of credible third party allies, and launch a strategic campaign to tell the story.

Executive Summary

This project was aimed at helping to achieve the vision of CG Gregg Martin and was enabled through the LWI and its executive director, Joseph L. Driskill.

It sought to address some of the primary challenges that senior leaders saw in creating agile and adaptive leaders. Important elements of the challenges lay in enhancing communication at every level.

To assist in the effort, MU researchers in partnership with FLW STRATCOM and other key personnel, conducted extensive qualitative and quantitative research in order to establish benchmarks and make recommendations about how best to meet challenges and take advantage of opportunities. The program, begun in August 2009 was completed in January 2010.

Phase I involved a series of interviews with SMEs in all areas of FLW to gain a range of perspectives. This was a critical step, in part because FLW is such a large and complex organization. Phase I also involved analysis of current communication programming, tools, plans, and structure. An important aspect of Phase I followed General Martin's goal to foster partnerships and shared initiatives. It also was part of his and other leaders' effort to understand the different publics and audiences, both internal and external, on which FLW depends for its success.

As he put it recently, "We can partner together and ask ourselves 'What are we fundamentally trying to do?' and how can we all approach this together and share best practices, identify requirements, and then reach out across not only Fort Leonard Wood, but the region, state and nation to find the best solutions to these requirements to strengthen our Warriors, our leaders, our families, our forces to do this vitally important national defense mission."

General Martin clearly understood that in order to communicate with those diverse groups. FLW communicators would have to go beyond traditional approaches. In fact, he and others focused on important stakeholders and that focus was a primary impetus for the current study. More specifically, he and others were concerned that stakeholder perceptions may not accurately reflect the high level of professionalism, technological expertise, commitment and pride that is present at FLW.

As part of Phase I, it emerged that currently an overarching strategic plan did not exist, though considerable progress was being made by the appointment of a STRATCOM cell and leader to bring together communicators in various areas. Notably, excellent communication vehicles did and do exist as evidenced by the *Guidon*, FLW web sites, successful events, and the like.

Nevertheless, communication strategy had not been formalized in a document that all entities embraced. Some structural issues and barriers emerged in that it was unclear how the STRATCOM cell can and should interact with senior leaders and stakeholders. In

addition, research and evaluation metrics did not exist.

Phase II was a two-pronged effort to better understand internal and one specific external audience. First, for internal stakeholders, researchers developed an online questionnaire that examined media preferences and needs for information based on the Army-centric Media Choice Model (Thorson & Duffy, 2009). This model provides crucial insights and found significant differences among segments for types of information they desire (news agenda) and how they prefer to get such information.

Second, Phase II included qualitative depth interviews with influential individuals in business, government, communities, and media. These interviews sought to establish current perceptions and beliefs about FLW among opinion leaders in Missouri. The interviews revealed that these leaders knew very little about FLW, its sophistication and its mission, and also revealed that they would be receptive to gaining more information and developing stronger ties.

Important Study Findings and Recommendations

FLW communicators are doing an excellent job with restricted resources using several different communication vehicles. However, certain changes and enhancements will increase opportunities to achieve the CG's goals. Following are research based suggestions and observations:

1. Examine the current organizational structure and extend the STRATCOM cell's capabilities. Assure that the STRATCOM cell reports directly to the CG and include representation from major areas.

2. Develop a strategic plan based on goals and measureable objectives and including evaluation criteria. The strategic plan goals and objectives should be developed based on knowledge of media and information needs and preferences of stakeholders.

3. Conduct ongoing research to further elaborate current findings and extend understanding of stakeholders and their changing roles and importance to FLW. Use this research as the continuing evaluation criteria.

4. Develop reminder guidelines of best practices in communicating with each segment in the most effective way so as to achieve Fort goals for all personnel charged with communication duties. This report can provide the foundation for these guidelines.

5. Develop an action plan based on influentials research aimed at filling the "blank canvas" that many have regarding the Fort and its activities, and for the Leonard Wood Institute.

6. Enhance the FLW web site so as to make it more useable and accessible to journalists including rich media and other information available for downloads.

Key Research Findings and Takeaways

Internal stakeholders

In the research, we segmented internal stakeholders into Enlisted, Officer, Retired, and Civilian employee groups and we found distinctly different preferences and needs for news and information. Enlisted personnel in particular express stronger needs for information in many areas than other segments. In particular, they are concerned with new policies, safety, their deployments, and leisure activities. Simply put, all segments are hungry for information, but this is especially true for the Enlisted.

In addition, Enlisted personnel expressed an overriding preference for video and audio and it is likely that communication to this group would be more effective using these channels. Further, as smart phones and other mobile media become more ubiquitous, message delivery should include those approaches.

Moreover, the research indicates that different segments have different news agendas that FLW communicators can address.

We identified notable differences in aperture, or the optimal time and channels for delivering a message to gain most awareness and understanding. We applied this to best media/times for delivering urgent and non-urgent messages.

We also detected different preferences for media based on respondent's leadership characteristics, an area we look forward to exploring further. This has implications for leadership training and development.

Missouri Influentials

Based on the depth interview with influentials, it is clear that FLW has a significant opportunity to build awareness and appreciation for the Fort's activities and role in the state, nation, and world.

We recommend developing a message platform designed for business audiences, expanding the existing network of credible third party allies, and launching a strategic campaign to tell the story.

Again, by "strategic" we suggest that this plan also will be carefully crafted to reach the highest priority stakeholders and decision-makers. Events or programs that "we've always done" should be evaluated individually to test whether they are strategically sound.

In an interview with the *Guidon* on the event of his deployment, Major General Gregg Martin stated that there are four central goals for FLW: first, train Warriors; second, train and develop leaders; third, support and nurture families; and fourth, design capabilities, doctrine, organizational and material solutions for successful warfare. To accomplish this, General Martin went on to say; it would be necessary to team with a variety of stakeholders, military, industrial, academia, political and community leaders. And the key to developing what he called this "team of teams" was top-notch internal and external communication. In a note welcoming incoming General Dave Quontock, General Martin said:

-Communicating our story -- who we are, what we do, and why we do it... To both internal and external teammates, with clarity, enthusiasm and purpose ... And empowering/encouraging each member of the Team to go forth and tell the story -- to spread the good news of MSCoE/FLW, which has become a mini-DOD, Full Spectrum, Center of excellence and innovation!!!

Clearly, the success of FLW will be extended through enhanced communication and knowledge of stakeholders.

**A study to examine the effectiveness of
the strategic communications strategy of the U.S. Army
Maneuver Support Center at
Fort Leonard Wood**

A research project toward its mission to insure military readiness to
assist civil authority in taking actions to maintain or restore essential
services and manage and mitigate problems caused by natural and manmade
disasters or catastrophes

Contents

I. Context of the Study and Key Elements

A. Impetus for the study

As articulated by Major General Gregg Martin, Fort Leonard Wood is built on a legacy of strength and service, a legacy embodied by the life of its namesake. As General Martin has clearly demonstrated in his talks and discussions, this is an extraordinary time for the military, offering great opportunities for creating a new future for the Army, a future in which FLW plays a critical role.

However, General Martin, senior leaders and the STRATCOM cell were concerned that perceptions of key stakeholders, internally and externally, may not accurately reflect the high technology and 21st century training and research conducted at FLW or the extremely high quality of its Soldiers. This project was developed to examine current strategic communication practices and channels and to make recommendations.

B. Key aspects of the FLW mission and capabilities

The range and scope of FLW's accomplishments and capabilities are impressive, and FLW's military and civilian personnel demonstrate world-class performance in executing their mission:
• High-technology maneuver support training prepares Soldiers as agile and skilled warriors and to be Soldier diplomats as Army forces face new challenges around the world.
• Today's Soldiers are both enabled by and embrace technology innovation.
• Soldiers and civilian personnel are vibrant members of the community, state, and region, contributing to the social capital of civic life. Moreover, wherever they are assigned around the world, they bring this high-level preparation to the mission and contribute to social capital and community improvement.
• FLW is an important center for cutting-edge research for force protection and a think tank for developing innovative solutions for current and future challenges. There is significant potential to further link the UM system with FLW to provide synergies in training and research.
• The vision of former Commanding General Gregg Martin extends throughout each aspect of FLW as it is a brain trust for war, for peace, for training, for bringing together great ideas for the Army for use around the world. Moreover, an ethic of caring and concern for each Soldier and his or her family suffuses all FLW programs.

C. Organization of the study and deliverables

This report is based on communication research that can form the basis for solid decision-making in enhancing communication effectiveness, addressing potential gaps between

stakeholder perceptions of FLW and facts, and assisting leaders and STRATCOM in accomplishing the mission.

The report outlines three research initiatives: 1) FLW SME interviews; 2) A comprehensive investigation of internal communication effectiveness based on survey research; 3) In-depth interviews with key influentials around the state of Missouri to understand current perceptions that important thought leaders have about FLW. It is organized as follows:

• Summary of research findings
• A primary message that will emphasize that today's Soldier is a citizen-diplomat, technology-enabled communicator based on the FLW mission and research findings
• Recommendations for high-impact message delivery
• Methods of evaluating success of various components of the program
• Recommendations for media marketing and dissemination strategies
• Enhanced relationships and understanding of the FLW mission and accomplishments

D. Communication as a major factor in fostering able and adaptive Soldiers

> *"Communication is not a secondary or derived aspect of organization—a 'helper' of the other presumably more basic functions. It is rather the essence of organized activity and the basic process out of which all other functions derive."—Bavelas & Barrett (Davis, 1978)*

Successful organizations are those that adapt to changing environmental factors, are proactive in embracing adaptive change, and have a clear understanding of publics on which they are dependent for success. These publics are also known as stakeholders. Crucial elements of successful adaptation include understanding the environments in which the organization operates, monitoring the environment for changes, evaluating relationships with stakeholders, and communicating the organization's most critical messages. If organizations do not continually evaluate and adjust their relationships, they are likely to break down because they are inadequate or inappropriate for current circumstances. (Cutlip, Center & Broom, 2006).

"The most successful organizations are especially adroit at continually responding to change of any sort in their environments" (in Cutlip, et al, 2006, p. 174). Adaptive organizations are "open systems" that anticipate potential threats and opportunities whereas "closed systems" react only when issues become significant problems—often when it is too late to correct the problems.

The role of communication in organizations consists of three major issues: 1) Assessing stakeholder and other environmental attitudes, often using media or other communication methods; 2) Understanding that communication is an extremely important factor in all organizations, especially those with multiple stakeholders; 3) Understanding that failure to communicate strategically and effectively with stakeholders has potentially disastrous implications.

1. Structural issues in organizations

In many of the world's top organizations, professional communicators participate in decision-making and policy discussions. Moreover, they fulfill and important cybernetic role in scanning the environment to understand and articulate the threats and opportunities that may arise. The "dominant coalition" of an organization is comprised of the individuals who have power (Grunig, 1992).

The best public affairs outcomes tend to emerge from organizations that provide proximity and access to public affairs professionals. An important study revealed that "CEOs in the top 10% of organizations were almost three times more supportive of the public relations function than were CEOs in other organizations" (Cutlip et al, 2006). In other words, the most successful organizations are those that consider communication as integral to the mission.

2. Why conduct strategic communication research?

• Part of a sophisticated *open system communication* approach, probing the environment to adjust and adapt to rapidly changing environments
• Identify and communicate with crucial external stakeholders whose perceptions and attitudes are critical to your success
• Identify and communicate with crucial internal stakeholders to improve accuracy, adaptive behaviors, and performance.
• Communication is a vital tool in winning the wars our Country faces today.

3. Myths about communication

• *Information is a commodity and it can be transferred as it's intended. Fact: It is a highly complex process with much opportunity for misunderstanding.*
• *Information is power. Fact: It is only powerful if properly managed.*
• *More information is always better. Fact: Information overload disempowers individuals.*
• *Information is knowledge. Fact: Information does not always lead to understanding*

II. Theory Guiding the Research and Research Designs

A. The Army-Centric Media Choice Model

The model in Figure 1 predicts important communication aspects that we tested in this project. First, it predicts that different groups of people (e.g., retired, civilian, enlisted and officers) will have different patterns of media use and preferences. Second it predicts that there will be clear aperture patterns for everyone. These are crucial because if communicators get the right information to people at the right time, communication is far more effective. Third, the voice from the source will be differentially preferred by different groups. "Voice" refers to such sources as authoritative sources (as in traditional

news) news from other people like oneself (as in blogs, texts from friends), etc. Voice will vary, of course, with media features.

Figure 1: The Army-Centric Media Choice Model for Optimizing Information Transmission
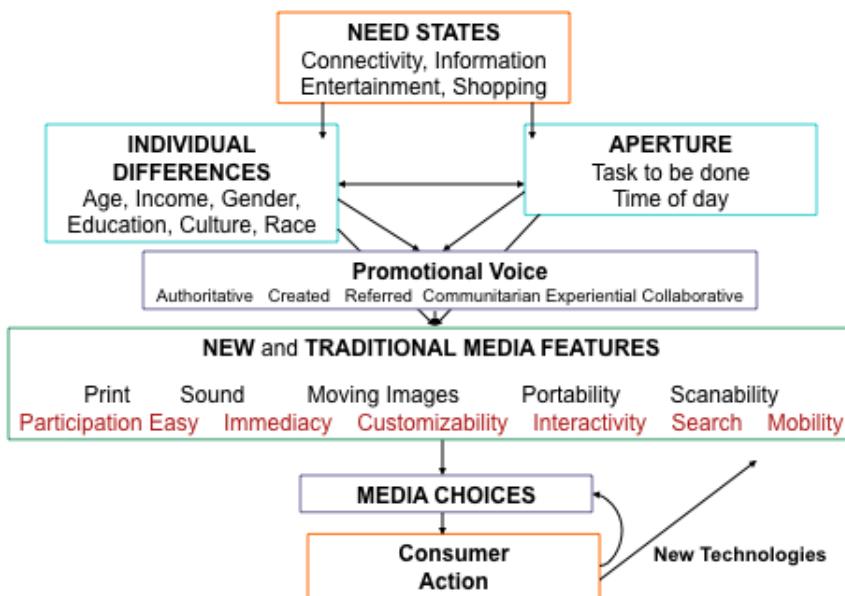
Using the tested framework of the Media Choice Model, we applied appropriate research methodologies that include qualitative interviews, content analysis, and quantitative survey research. This research was based on identifying the most critical **stakeholders** whose knowledge and attitudes have an impact on the Fort's success in accomplishing its mission.

The strategies behind the MCM go beyond segmentation based on demographics or other traditional categorization approaches to aggregation of stakeholders based on how they desire to fulfill their communication needs.

It crosses communication needs such as information or entertainment with various media features such as rich media, customizability, searchability, and mobility. Further, it factors in aperture, or the optimal times for communicating different types of content. This matrix of communication needs and media features provides a blueprint for developing strategic communication that is effective with today's FLW stakeholders. The research instruments developed in this process were based on the Army-centric Media Choice Model.

Table 1: Usability Features of Each Medium (Media Choice Model)

Media Features	Media				
	Newspapers	Radio	TV	Cable News	Internet
Participation easy					X
Customizability					X
Time shifting	X				X
Time flexibility (24/7)				X	X
Mobility	X				X
Interactivity					X
Search capacity					X
Immediacy		X	X	X	X
Images			X	X	X
Sound		X	X	X	X
Doesn't require high attention		X	X	X	X
Doesn't require reading skills		X	X	X	X

B. FLW Stakeholders and Their Crucial Importance

Freeman (1984) defines a stakeholder as "any group or individual who is affected by or can
affect the achievement of an organization's objectives." Rawlins (2006) points out strategic planning for any organization must identify and prioritize its stakeholders. There are three most important ways prioritize stakeholders: by attributes, by relationship to situations, and according to the organization's communication strategy (Rawlins, p. 1). Once stakeholders are identified and categorized, they can be prioritized so leaders can make decisions about how much attention, energy, and resources should be devoted to each one. Simply put, some stakeholders are more important to the Fort's success than others.

Our discussions with FLW personnel and leaders (reported below) lead us to identify FLW stakeholders as shown in Figure 2. In this figure we identify each stakeholder in terms of their relationship to FLW. Grunig & Hunt (1984) suggested four basic relationships: enabling, diffuse, functional, and normative. Of course each organization will have different stakeholders and adaptive organizations will constantly monitor and adjust to changes in stakeholders.

Enabling stakeholders have a level of authority and control of the organization's activities and benchmarks for success. In a typical corporation, this would include government regulators, stockholders, and legislators. They are enabling because they can provide or foster resources and materiel for operations and the organization's ongoing success

hinges upon their support and understanding of its goals and mission. Functional stakeholders accomplish the work of the organization providing "input functions that provide labor and resources to create products or services (such as employees and suppliers) and output functions that consume the products or services (such as consumers and retailers)" (Rawlins, p, 4).

Normative stakeholders are those that have common interests with the organization. For example, communities around a military installation have very important common interests based on the size and activities of the installation.

Diffuse stakeholders are more challenging to describe as their relationship with the organization varies depending on the situation. For example, when a problem or crisis arises on a military base, the media and special interest groups may become much more salient. However, because they are more difficult to identify, it does not mean they are unimportant. Leaders and professional communicators need to understand the most critical of these stakeholders and when they are likely to come to the fore based on changing circumstances. It should also be noted that stakeholders and their interests in the organization necessarily overlap and are often interdependent.

Figure 2: STAKEHOLDER ANALYSIS OF FORT LEONARD WOOD

Fort Leonard Wood and Stakeholders

Enabling

Federal Gov't

Other branches on post – Navy, Marines, AF

Civilian Employees

Functional

Missouri State Legislature

Officers

Soldiers
Active
Reserves
Guard

Army Decision Makers

Enlisted

Universities, Colleges and Community Coll.

FLW

Schools

State-wide influentials

News media

FLW surrounding communities

Recruiting

Citizens in state

Normative

Families

Advocates *

Diffused

Dimensions for Prioritizing

Power
Legitimacy (legal or moral claim)
Urgency
Level of involvement

Grunig & Hunt Linkages

Enabling   have some control or authority
Functional   input, output
Normative   have common interest
Diffused   may under certain circumstances
              become involved

* Includes support organizations like 100 Club

III. Research Designs and Findings

A. Fact-finding and document analysis report

On Site Initial Meeting, 9/22/09

PIs Dr. Annette Sobel, Dr. Margaret Duffy and Dr. Esther Thorson met with the CG and key staff members to gain basic understanding of the CG's goals and objectives, and his vision for FLW. This meeting included CG Martin, MAJ Renea Timko, Joe Driskill, Robert Dills, Kevin Carlile, Steve Tupper, Kathy Volz, and Mike Alley. This meeting was very productive in setting the stage for the next round of discussions and interviews and in understanding existing communication programming and structures.

On Site Meeting, 10/07/09

Drs. Duffy and Thorson conducted interviews with 11 key staff members including Tiffany Wood, STRATCOM office, Nancy Gregory, SGS, LTC Samaris, Chief of Staff Engineer School, Robert Dills, Asst. Chief of Staff, Mike Warren, Director Public Affairs Office, Cliff Hammock, Mission Director Resource Management, Kevin Carlile, Director Visual Information Center, COL Kula, Chief of Staff, Megan O'Donoghue, Morale, Welfare, Recreation Coordinator, Kasie Lercher, Commander's Initiative, and Dennis Ryno, MANSCEN Safety Office.

On Site Meeting, 10/28/09

Drs. Duffy and Thorson meetings with Major Timko, Kadie Lercher, LTC Sheredy, Air Force Detachment Commander, Mark Premont ,Plans, Analysis and Integration, the CG and other SMES, 1500-1600, LTC Rogers, Assistant Chief of Staff/G6 (Communications), Col Ascunce, Marine Corps Detachment Commander.

Each discussion was positive and focused around thoughtful and strategic ways to communicate the exciting and important mission and accomplishments of FLW. Everyone demonstrated strong commitment to improving communication flow and contributing to innovative solutions.

We observed that FLW has a great story to tell, though messages are complicated by the many roles that the installation plays, including the diversity of the three key schools. In addition, the base location is not convenient for major media markets and reporters, offering certain challenges for strategic communication.

Additional Interviews/Interactions

Oct. 19, hosted visit from FLW leaders, Brig. Gen. Cardone, Fort Leavenworth
Oct 26, LTC Overby, ROTC, University of Missouri
Nov. 20, Major presentation to FLW Senior Leaders, Branson, MO

Dec. 10, visited Fort Leavenworth and met with SAMS class, Brig. General Edward Cardone
Dec. 17, hosted visit from FLW and Col. Drew Meyerowich (SAMS), Trampes Crow, (SAMS and State Dept.

Key conclusions based on interviews

1. We determined that there was no overarching strategic plan, though considerable progress had been made with the appointment of a primary person for STRATCOM and the STRATCOM cell. Communication strategy had not been articulated in a single integrated document. Instead the approaches were more governed by immediate responses to events.
2. Little formal research had been conducted on which to base decision-making. A related problem is that there are no metrics for evaluating audience impact of strategic efforts. PR metrics need to refocus from impressions to engagement using strategically identified audiences' responses.
3. There are stakeholders that most of the FLW personnel seem to agree on.
    (See stakeholder figure above).
4. There are structural barriers that seem to inhibit development of a more strategic approach. Some of the structural variables include the lack of clarity of the official role of the STRATCOM cell and formalization of how it reports to the dominant coalition (that is, the CG, the Deputy CG, the Garrison Commander and the heads of the three schools). Another barrier is the disparate locations of crucial components of the offices responsible for communication and communication channels (that is, Public Affairs Office, *Guidon*, Safety Office, MRW, STRATCOM CELL, etc.). These barriers need to be furthered explored and suggestions for remedies identified.
5. Events are the primary vehicle for influencing external audiences. These events are somewhat ad hoc, in that they are not guided by a strategic plan, or by an analysis of external stakeholders. They generally are not formally evaluated.
6. It is unclear how priorities for message importance are set. Again, it is crucial to develop a strategic plan.
7. The Public Affairs Office is under-resourced and somewhat more reactive than proactive in its approach. This is likely related to lack of a strategic plan.
9. The installation relies mostly on chain of command for internal communication.

Our findings suggested that internal publics may not be aware of everything FLW is doing to support personnel, thus missing WOM and other viral opportunities. Effectiveness of internal communication activities is unclear and it is not guided by a strategic plan, by knowledge of the information internal audiences most value, and the channels from which they optimally process information—and prefer.

Document Analyses

Researchers reviewed all relevant communications documents including:

- Base web sites
- *Guidon* and MyGuidon
- CGs and others speeches and memos
- Leaders' schedule of events
- PAO's summary of Community Relations Events
- STRATCOM engagement plan
- Past USAMANSCEN & FLW communication plan
- Command vision and mission
- CG's detailed itineraries of selected events/meetings (e.g. Congressman Skelton)

Target audiences/Stakeholders
It is clear that a number of message audiences are important. These include, not
necessarily in order of importance:
1. Congressional leaders, state, regional officials
2. Influential players around the state, especially in the state's two largest cities STL and
KC, but also Columbia and Springfield.
3. Community leaders
4. Local community around FLW
5. Army at various levels outside FLW
6. Internal audiences
7. Academic institutions in the state

The document analyses and interviews were used to create the stakeholder analysis
shown in Figure 2.

B. Internal stakeholders survey report

1. *Design and execution*

In consultation with the STRATCOM cell and based on the interviews and document
analyses, the researchers developed an extensive online survey instrument. The survey
was guided by the Army-Centric Media Choice Model to investigate the effectiveness of
the many media and interpersonal channels in FLW communication. Approximately 900
individuals responded to the survey (the numbers may vary slightly as not all
respondents answered all questions) with an acceptable number of responses in segments
identified such as Enlisted, Officers, Civilians, and Retirees.

In general, the research examined preferred media, how frequently respondents used
those media, how effective they considered them to be, and interest areas they had about
FLW information. It also explored respondents' attitudes and knowledge about aspects
of FLW activities and mission.

Further, the survey employed two often-used measures to probe attitudes and issues of esteem, identification with the mission in Enlisted and Officers. The Porter/Maslow scale (see Rogers, 2005) has been used to identify leaders and non-leaders in a variety of fields. The Manifest Needs Questionnaire (Steers & Braunstein, 1976) has been used to measure motives including dominance, affiliation, autonomy and achievement. These often correlate with success in leadership.

The entire survey questionnaire can be viewed in Appendix 2.

Survey Results

A. How do FLW internal groups get their information about what's going on and what communication channels do they find most effective?

This section describes the most used communication channels as identified in our survey.

The first survey items read: *Each item below describes a current method of communication at Fort Leonard Wood. First, for each item, tell us HOW OFTEN you use each communication channel. Second, if you have used the communication channel, tell us HOW EFFECTIVE you thought it was for you.* Both were measured on a 5-point scale, from never to very often and from not very effective to very effective. The distribution of the responses for all respondents are shown in Tables 1-6 in Appendix 3. The means for each channel are shown in the Figures 3 and 4.
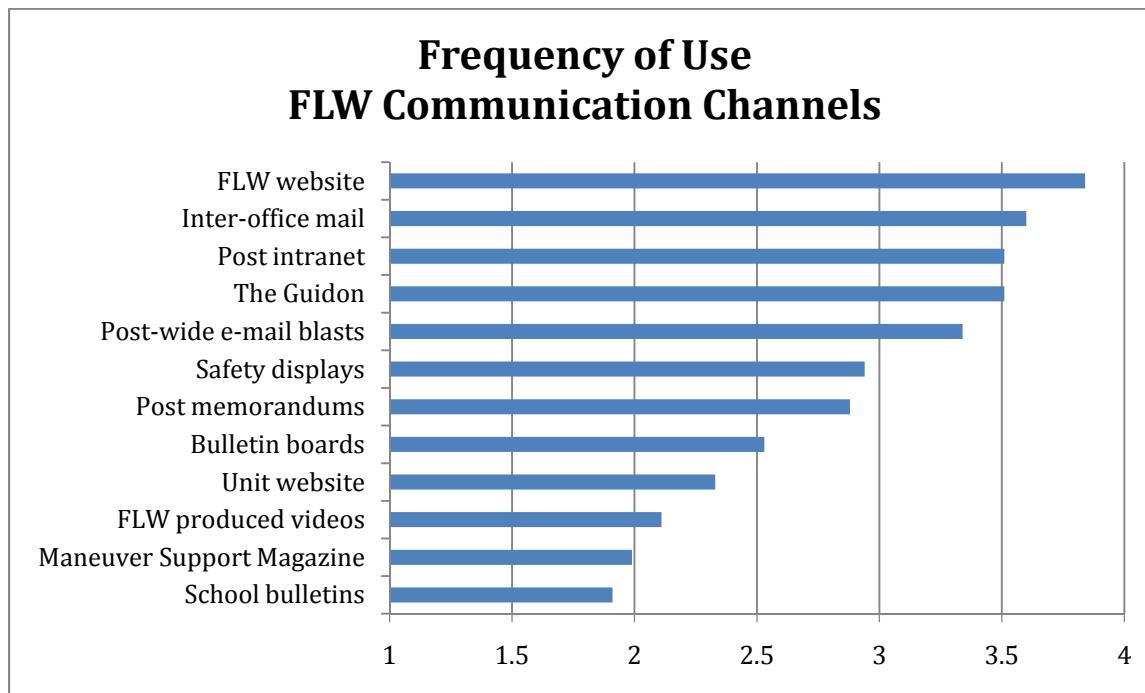
Figure 3: Mean frequency of use of FLW communication channels for all respondents (n = 900)

**Effectiveness for Me
FLW Communication Channels**
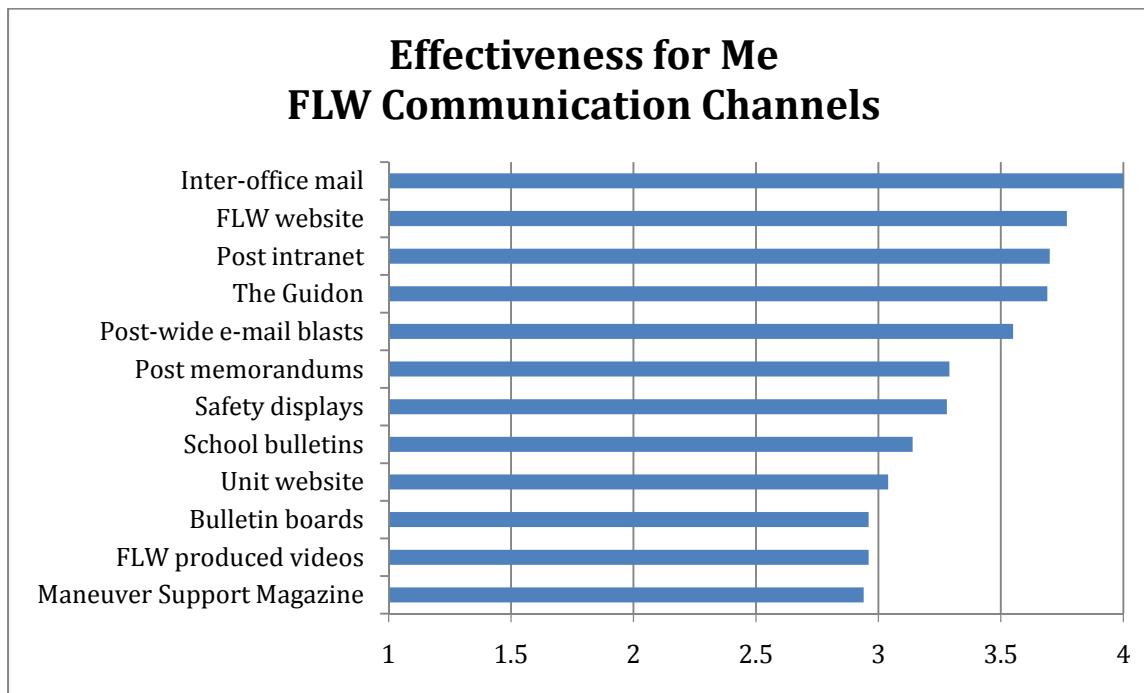
Figure 4: Mean effectiveness of FLW communication channels for all respondents (n = 900)

The outcomes show several clear preferences that may guide a future STRATCOM plan and provide information about allocating scarce resources. The FLW website shows the highest frequency of use, with 95% of the respondents using it. The post intranet is used by 87% of the respondents and has a high effectiveness rating (x = 3.7).
Guidon is read by nearly 90% of the respondents and also has a high effectiveness rating (x = 3.7).   Email blasts are used by 81% of respondents and have a high mean effectiveness level (x = 3.6). 81% of respondents use post memorandums and they have a high effectiveness score (x = 3.7). We unfortunately, did not look at Guidon.com separately, but reports are that its use is high.

The other communication channels score less well. Bulletin Boards (29% don't use), FLW videos 39% don't use), and Maneuver Support Magazine (48% don't use) are used less. Of course school bulletins and unit websites are used less often also, but that is likely because they are relevant only for the specific schools.

The Guidon is an effective communication channel for the majority of the respondents who report that they use the outlet frequently and generally find it effective. A concern is that some 30% use it never or very infrequently. It would be useful to get its prize-winning content out to internal groups more frequently.

Other preferred channels included the FLW web site, email, the post Intranet, and interoffice mail. However, there seems to be a persistent gap between reported frequency of use and how effective the respondents deemed each channel to be for them. This

seems to suggest that enhancements of frequently used channels might result in even greater effectiveness.

The next question asked about communication channels that are not specific to FLW. Their mean frequency of use to communicate about FLW and mean effectiveness ratings are shown in Figures 5 and 6 and details of their distributions are in Tables 3 and 4 of Appendix 2.
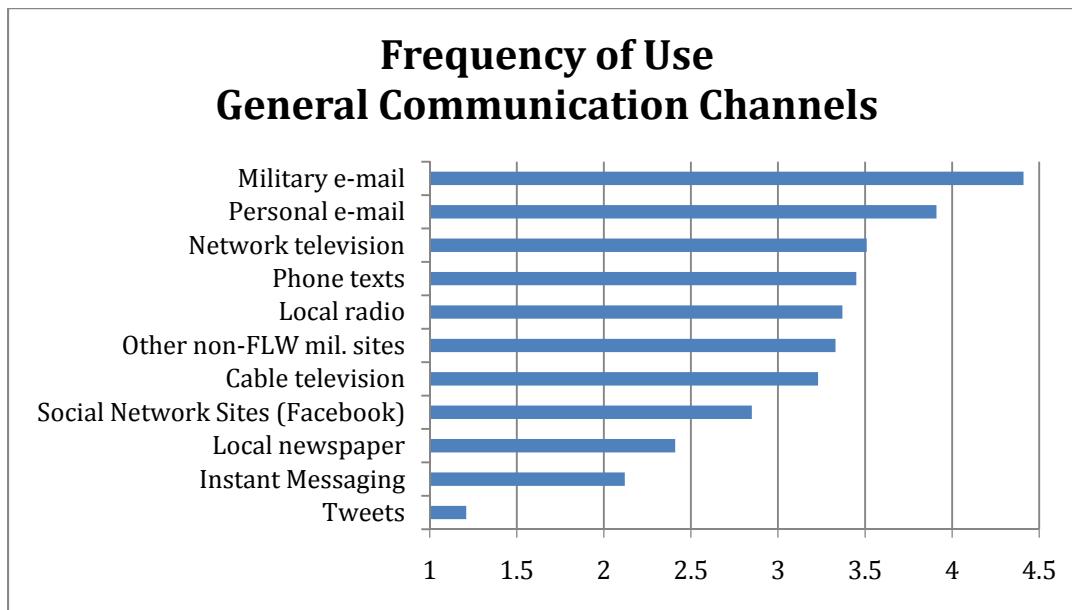
Figure 5: Mean frequency of use of general media to communicate about FLW
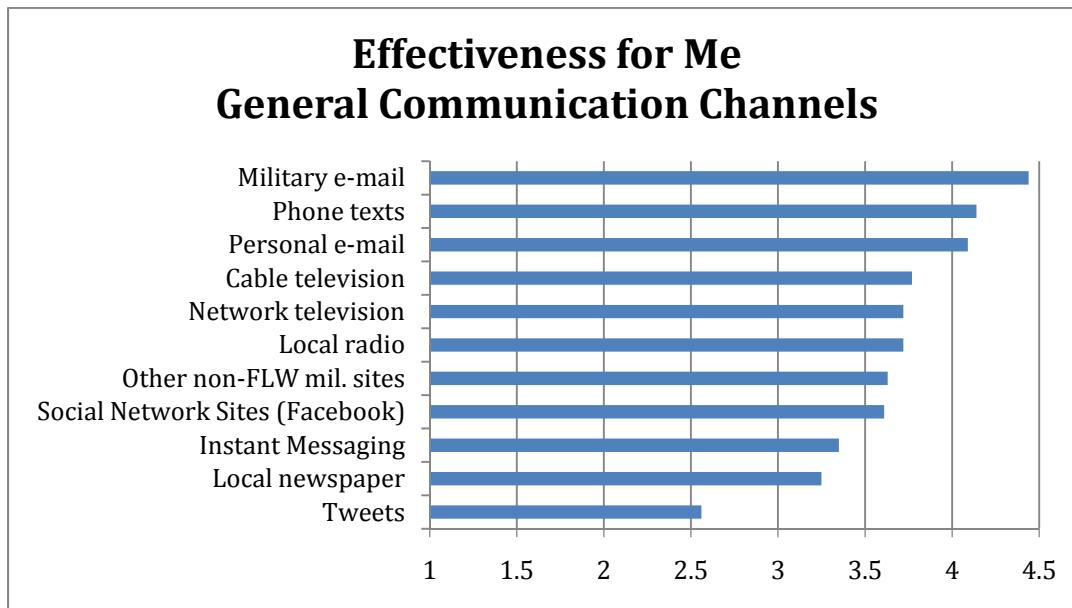
Figure 6: Mean effectiveness of general media to communicate about FLW

The clear media winners here were email, both military and personal. 96% of the respondents use military email and 92% use personal email. And both types of email are seen as highly effective. Thus it is clear that an important opportunity is to move more FLW information into these channels.

Network television is highly used, although it is clear that respondents are not getting a lot of specifically FLW information through this sort. The popularity of the media shows the importance of videos as an information channel. Cable television is used less frequently on average, but it again preference for visual story telling as a way to get information.

Phone texts are used by 78% of the respondents and receive a high effectiveness score (x = 4.14). If more specific FLW information were available by phone, these high scores suggest the phone as a potentially very powerful way to communicate with internal FLW audiences.

Social networks are used by only 67% of the respondents, although 28% use them frequently. More research needs to look at how much of this use is related to critical FLW information. There is a potential here, although at the present time, it would not be effective for the majority of internal audiences.

Local radio is more frequently used than local newspapers. This suggests the importance of the audio feature of media. These respondents like getting media that provide audio and video—not an unusual finding, but something to consider in thinking about how to improve the efficiency and effectiveness of moving information about FLW to people.

Interestingly, Twittering has not caught on much at all for the respondents. This does not mean that if the CG and other leaders twittered there would not be an audience for it, but the phenomenon is something that should continue to be addressed because of the rapid changes we are seeing nationally in the use of new media like Twitter.

The next question asked respondents to evaluate events and interpersonal communication channels. The frequency of use and effectiveness evaluations are shown in Figures 7 and 8 below and details in their distributions are shown in Tables 5 and 6 or Appendix 3.

Frequency of Use
Face-to-Face Communication Channels

Immediate supervisor/Chain of Command

Other people on post

Work-related meetings

Command group speeches/presentations

Command Group office sponsored events

Other speeches/presentations

Family-oriented meetings and events

1   1.5   2   2.5   3   3.5   4   4.5
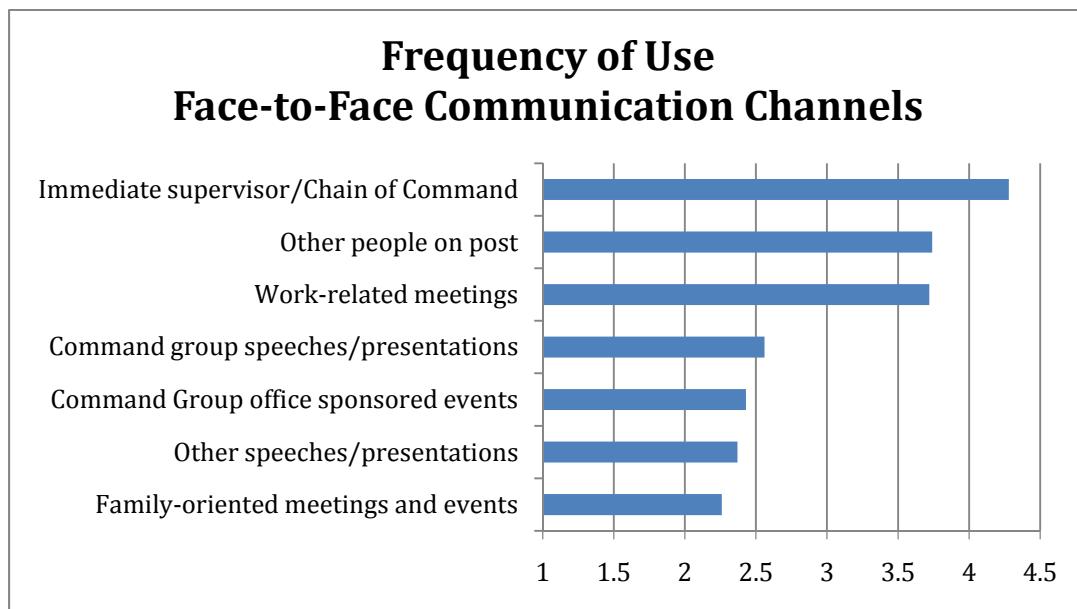
Figure 7: Mean frequency of use of face-to-face communication channels

Effectiveness for Me
Face-to-Face Communication Channels

Immediate supervisor/Chain of Command

Other people on post

Work-related meetings

Family-oriented meetings and events

Command group speeches/presentations

Command Group office sponsored events

Other speeches/presentations

1   1.5   2   2.5   3   3.5   4   4.5

Figure 8: Mean efficacy of face-to-face communication channels

Three standouts on effectiveness and frequency are communication with immediate supervisors, others on the post, and work-related meetings. It is not surprising that these close interpersonal communication channels are used and found effective. Interestingly, however, the work related meetings clearly get a lower effectiveness rating than communication with an immediate supervisor.

It is important to look into what is leading to this lower perceived effectiveness. It is also important to note that speeches, sponsored events by the command group, and family-

oriented meetings are not used frequently to gather information and their effectiveness evaluations are at or below the mean. It is therefore necessary to look overall at these activities with an eye to increasing the usefulness of the information provided.

It will also be important to ask how the information now being communicated interpersonally could be moved to what we have seen are the more effective digitally-based channels.

We have seen the most frequently used channels and those considered most effective for acquiring information about FLW. But do these patterns differ for four main subgroups: Retired, Civilians, Enlisted, and Officers?

To simplify the analysis we factor analyzed all the media variables shown in Figures 3-8. With a principal axis factoring and a varimax rotation with a Kaiser normalization, we found six factors, shown in Table 2.   The effectiveness data did not yield a successful factor solution.

Table 2: Six factors identified in the frequency of use of various media

Factor 1	Factor 2	Factor 3	Factor 4
	FLW	Social	
Events_Command Group	website	Networks	Work groups
		Personal E-	
Speeches-GC	Post Intranet	mail	Supervisor mtings
Speeches-other		Phone texts	Others on post

Factor 5	Factor 6
Guidon	Bulletin boards
Local newspaper	Safety displays

Table 3 shows the overall means for each of the six factors based on frequency and the means for each of the four groups on each of the six factors.

Table 3

Scores on Six Media Factors by Four Groups••

Factor	Overall	Retired	Civilian	Enlisted	Officers
Events and speeches					
Mean	2.45	2.23	2.44	2.49	2.52
$F(3, 892) = 2.21, p = .09$					
Internal websites					
Mean	3.70	3.80*	3.82*	3.58*	3.68
$F(3, 892) = 3.00, p = .03$					
* Retired and Civilians were significantly higher than enlisted.					
External information (Social networks, phone texts, personal e-mail)					
Mean	2.66	2.43*	2.53*	2.80*	2.73*
$F(3, 892) = 8.44, p < .001$					
* Enlisted and Officers were significantly higher than Retired and Civilians.					
Interpersonal communication					
Mean	3.92	3.86*	4.00*	3.82*	4.07*
$F(3, 892) = 3.32, p < .02$					
* Officers and civilians were significantly higher than Retired and Enlisted.					
Print (The Guidon, local newspaper)					
Mean	2.97	3.47*	3.03*	2.87*	2.64*
$F(3, 892) = 11.40, p < .0001$					
* Retired were significantly higher than all others. Civilians were significantly higher than Officers. Generally, Retired and Civilians were higher than Enlisted and Officers.					
Bulletin boards and safety displays					
Mean	2.73	2.89*	2.57*	2.87*	2.55*
$F(3, 892) = 5.9, p < .001$					
* Retired and Enlisted were significantly higher than Civilians and Officers.					

••(The six factors accounted for 87% of the variance.)

The frequency of getting information through events and speeches was low and there were no differences in the four groups. Frequency of using internal websites was generally high, with the Retired and Civilians showing higher use than the Enlisted. The

Enlisted and Officers were not significantly different from each other. Thus the internal websites are generally a better communication tool for Retired and Enlisted.

External information sources (social networks, phone text messages and personal email) were not frequently used, but Enlisted and Officers used these media significantly more than did Retired and Civilians. As noted above, use of interpersonal communication was very frequent overall, but Civilians and Officers reported higher use levels than did Retired and Enlisted.
Print use was right at the mean of the scale (mean = 2.97), but print use was significantly higher for Retired (who used It the most) and Civilians than for either Enlisted or Officers.

Finally, signage (bulletin boards and safety displays) frequency was below the mean of the scale. Retired and Enlisted used these channels significantly more than did Civilians and Officers.
The crucial findings here are that internal websites and interpersonal communication channels are the most frequently used ways FLW groups get their information, but the four groups have significantly different frequencies of use of the media. We will take these findings into account when making recommendations.

To more specifically ask about where internal stakeholders get their news, we next asked, "If there was a major news story about FLW, how much would you like to get the story from each of the following communication channels?"

Table 4 shows the percent of respondents who chose each possible level of liking and also shows the mean score for each medium. By far the two strongest preferences were "watching a TV news story" and "receiving an emailed news story." Three alternatives that scored lower than the top two but above the mean of the scale were "hearing it on radio," "reading about it in the newspaper," and "watching a website video about it." Table 4 shows where there were differences in media channel preferences for getting a FLW story across the four stakeholder groups.

Table 4

Preference on where to get major stories about Fort Leonard Wood.

Factor	Overall	Retired	Civilian	Enlisted	Officers
Newspapers					
Mean	3.53	3.7	3.6	3.5	3.4
No significant differences.					
Television news story					
Mean	4.04	4.3^*	4.1	4.0	3.9^*
* Retired were significantly higher than Officers ($p = .03$).					
Website video					
Mean	3.43	3.5	3.6^*	3.3^*	3.3
* Civilians were significantly higher than Enlisted ($p = .003$).					
Cellphone video					
Mean	1.95	1.7^*	1.8	2.2^*	2.0
* Enlisted were significantly higher than Civilians ($p = .005$).					
Cellphone text					
Mean	2.26	2.0^*	2.0^*	2.5^*	2.4^*

Cellphone text
* Enlisted were significantly higher than all Retired ($p = .002$) and Civilians ($p = .002$). Officers were significantly higher than Civilians ($p = .05$).

	Overall	Retired	Civilian	Enlisted	Officers
Radio					
Mean	3.61	3.9^*	3.8^*	3.4^*	3.4^*

Radio
* Retired and Civilians were significantly higher than Enlisted and Officers ($p = .06$).

	Overall	Retired	Civilian	Enlisted	Officers
E-mail					
Mean	3.99	4.2^*	4.2^*	3.8^*	3.9^*

E-mail
* Retired and Civilians were significantly higher than Enlisted and Officers ($p = .06$).

As can be seen, there were no differences in preferring newspapers. For TV news stories, the Officers showed a lower preference, although they were still high at x = 3.9. For website videos, there was a slightly higher preference in Civilians and Retired than for Enlisted and Officers.

For cell phone videos, there was a higher preference by Enlisted and Officers than Retired and Civilians. For text on cell phones, there was a higher preference by Enlisted and Officers than Retired and Civilians. For radio there were higher preference by retired and Civilians than Enlisted and Officers. And finally, Retired and Civilians liked email as a news story channel more than Enlisted and Officers.

B. What do FLW internal groups think is the most important information to them personally?

This section might be thought of as the preferred news agenda about matters personnel believe are important to them as individuals   The question they were asked was "For each topic listed below, tell us how important getting new information about that topic is to you personally."   Figure 9 shows the mean interest ratings. Table 7 in Appendix 3 shows the distributions of importance. Table 8 shows differences in importance across the four groups.

In general, respondents' greatest area of interest is "new policies," followed by safety, "your deployment," leisure activities, installation success stories, others' deployment, sports/working out, and "news about people like me." It is important to note that respondents had very high levels of interest in all of these topics and thus are likely hungry for news delivered, of course, in media they find most useable.
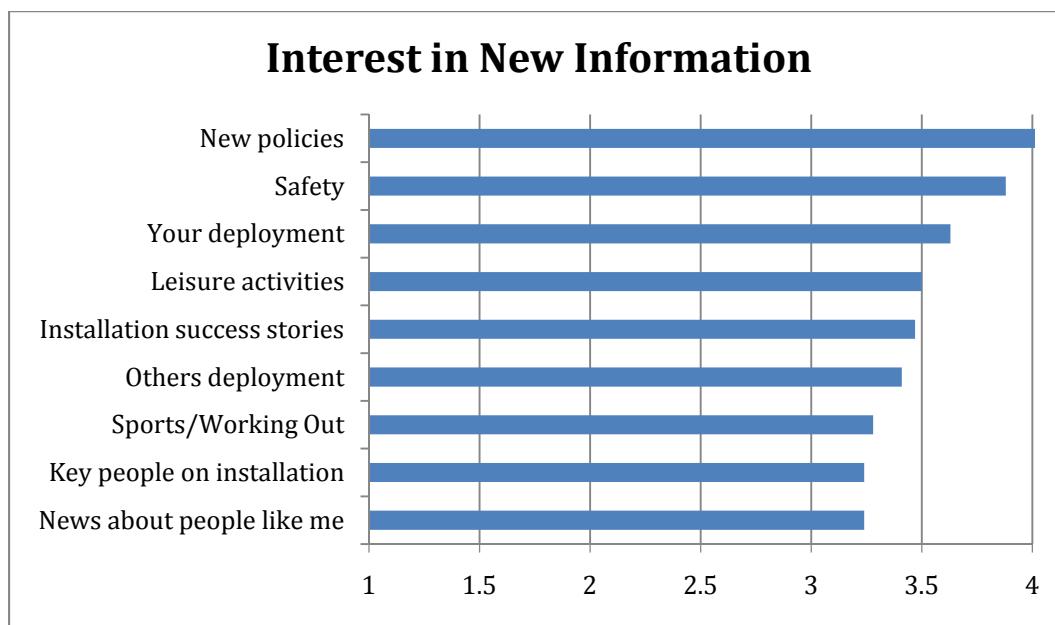
Figure 9: Mean interest in FLW topics

As can be seen in Appendix 3 (Table 9), the four groups responded differently to this: Enlisted personnel were most interested in new policies, safety, and their own deployment. Again, the high need for news was most salient among enlisted people.

Retired and Civilians are most interested in safety; Officers the least interested. One's own deployment is, not unexpectedly, higher for Soldiers (Enlisted and Officers). Everyone was equally interested in new policy information. Enlisted personnel were most interested in news about people like themselves, in sports and working out and leisure activities. Retired and Civilian personnel were more interested in key people on the installation, perhaps because they are more likely to stay longer times at the fort. Officers are less interested than the other groups in installation success stories.

Figure 10 shows interest in additional FLW-related topics. Respondents were asked "Indicate your level of interest in each of the following kinds of information about Fort Leonard Wood." Again, there were generally high levels of interest in these topics. Information about crime statistics and family health care topped the list followed closely by MWR activities, community events, redeployment ceremonies, and public school information. Respondents revealed high levels of interest in these topics and are probably seeking more information that also has more depth and information.
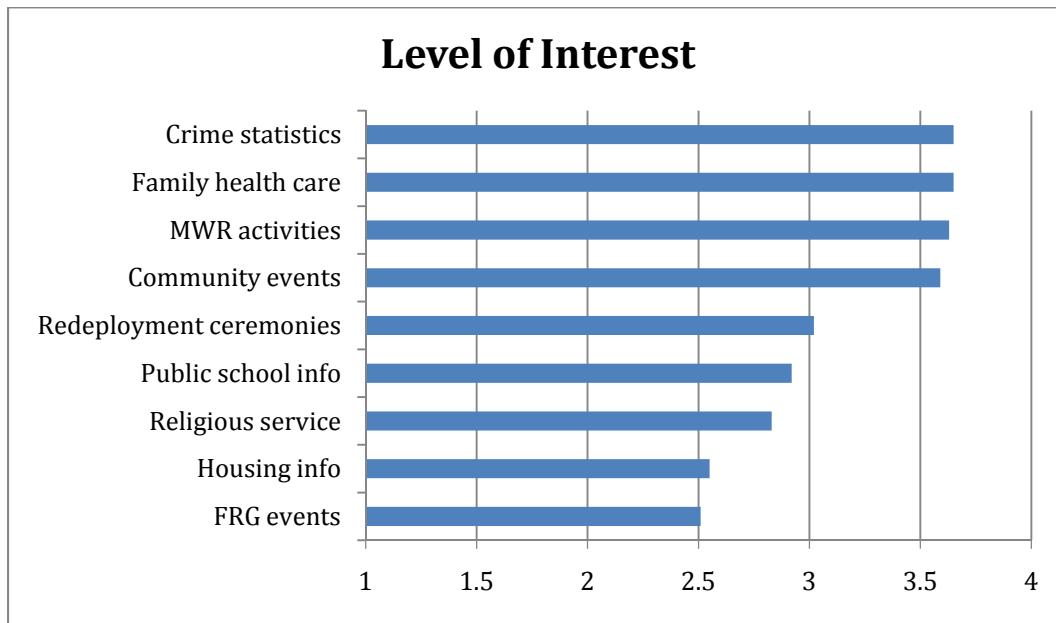
Figure 10: Mean interest levels in additional FLW topics

Table 10 in Appendix 3 shows differences in interest in the topics by the four internal groups.
Interest in community events was uniformly high for all groups. For all of the other topics, interest was consistently highest for Enlisted personnel. They were clearly hungry for all kinds of information. The Retired were slightly more interested in family health care than Enlisted personnel. Clearly for this group health care is a highly significant issue.

As can be seen in Table 10, similarly to the previous question, Enlisted personnel showed the highest levels of interest in almost every category, led by crime, family health care,

and MWR activities. Officers revealed less interest than Enlisted in every category.

C. In what media do FLW personnel most prefer to receive stories about FLW?

Although we had asked respondents about how frequently they used and how efficacious they considered a variety of media channels, it was important to determine how they most preferred to receive news stories about FLW. They were asked "If there was a major news story about FLW, how much would you like to get the story from each of the following communication channels (1 = dislike very much; 5 = like very much. Figure 12 shows the mean liking levels for each of the media. The two big winners were television and receiving an email about the story. Radio came in a close third. Newspaper and watching it on a website were the intermediate scorers. The lowest were cell phone texts and cell phone video. This may be because fewer individuals have smart phones, making particularly video impossible to receive.

Table 11 in Appendix 3 shows the differences in how the four groups liked receiving news stories about FLW.
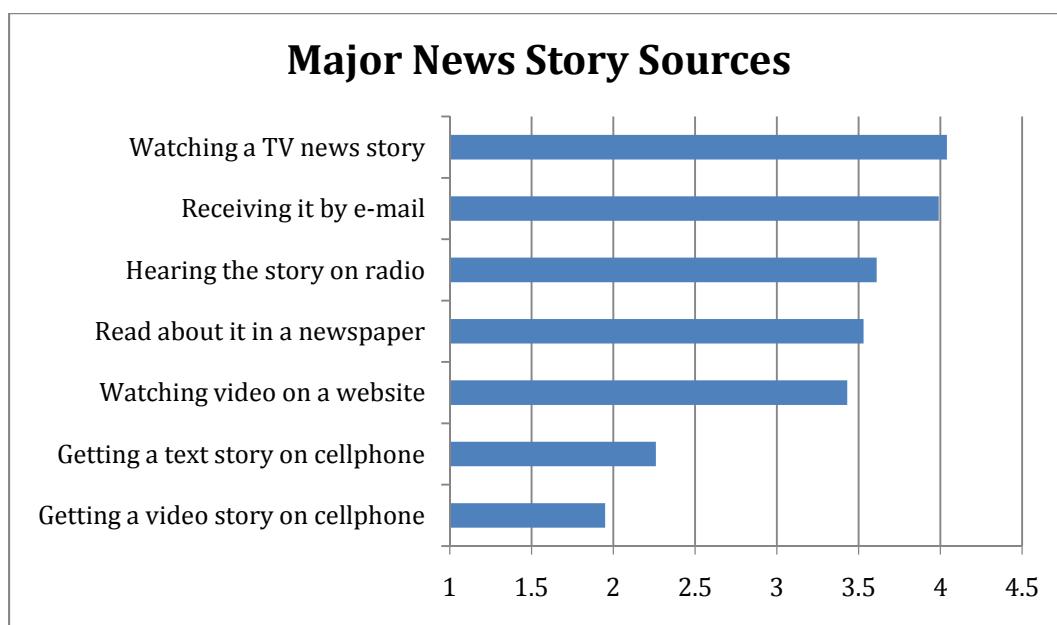
Figure 12: Mean preference for media in which to receive news stories about FLW

D. What opinions about major features of FLW and the quality of communication do respondents have?

This section asked personnel about their agreement with various aspects of the base and about their beliefs about communication. Table 5 shows the results. Respondents show a high level of pride in their base, strongly agreeing that "FLW is a top training facility for Army Soldiers and civilians." They also show confidence in their understanding of the role of their group/division and how it relates to the overall FLW mission.

Table 5
Distribution of Responses to Perceptions and Attitudes about FLW

Question: Indicate your level of agreement with each of the statements. (N=904)

Topic	Mean	1 - Strongly disagree		2		3		4		5 - Strongly agree	
I understand FLW's mission as it applies to my group/division.	4.21	18	2.0%	39	4.3%	123	13.6%	279	30.9%	445	49.2%
FLW is a top training facility for Army Soldiers and civilians.	4.02	25	2.8%	56	6.2%	172	19.0%	270	29.9%	381	42.1%
I get good information that helps me do my job.	3.81	25	2.8%	75	8.3%	228	25.2%	294	32.5%	282	31.2%
When there's something I really need to know, I know where to go to find out about it.	3.81	25	2.8%	76	8.4%	227	25.1%	294	32.5%	282	31.2%
I'm encouraged to communicate my opinion about operations to my supervisor and others.	3.71	64	7.1%	80	8.8%	195	21.6%	276	30.5%	289	32.0%
I receive a lot of information that is not relevant to me.	3.70	36	4.0%	98	10.8%	240	26.5%	260	28.8%	270	29.9%
I get most of my information from other Soldiers/civilian workers.	3.69	23	2.5%	94	10.4%	255	28.2%	304	33.6%	228	25.2%
Sometimes I'm surprised by information that I should have received earlier.	3.38	45	5.0%	152	16.8%	290	32.1%	246	27.2%	171	18.9%
I usually feel that I'm getting all the information about FLW that is relevant to me.	3.38	51	5.6%	123	13.6%	310	34.3%	275	30.4%	145	16.0%
Information from higher channels is accurately received.	3.37	50	5.5%	124	13.7%	319	35.3%	262	29.0%	149	16.5%
There is good flow of information from higher levels down to me.	3.35	66	7.3%	120	13.3%	302	33.4%	266	29.4%	150	16.6%
I am knowledgeable about all three FLW schools.	3.10	127	14.0%	149	16.5%	271	30.0%	217	24.0%	140	15.5%
My family gets good information about what's going on at FLW.	3.05	87	9.6%	170	18.8%	350	38.7%	203	22.5%	94	10.4%

In addition, most felt that they got information important to their job duties. FLW also seems to engender an atmosphere where personnel are encouraged to express their ideas and opinions to supervisors.

Table 11 in Appendix 3 shows the mean agreement with the statements broken out by the four stakeholder groups. Consistently, both officers and enlisted personnel showed lower agreements with statements than retired and civilian employees. Interestingly, however, only five of the statements showed statistically significant differences between the four groups. This shows a strong sense of "consistent attitudes" already existing on the base.

We asked whether the number of years spent at FLW had any significant impact on the agreement with each of the nine statements for both the Enlisted and Officers. Interestingly there were no significant differences by time spent at the fort.

E. What are media preferences for entertainment and information during the major portions of the workday? (Aperture)

To measure aperture, we asked respondents to indicate whether they used each of the communication channels shown in Table 6 for information at four time periods during the day: before class or work; During the workday, Early evening (1800 to 2200), and Late evening (after 2200). The percent of respondents who indicated they used each channel at each time period is shown in Table 6 below. As can be seen, the major media used before work/class were cell phones, Internet, computers and cable TV.

Table 6
Use of Each Type of Medium by Daypart
(Information Use)

Question: For each of the time periods, tell us what media you're likely to use for information. Mark all time periods which apply for each media option. (N varied based on category.)

Communication Channel	Before class/work		During the workday		Early evening (1800-2200)		Late evening (after 2200)	
Other people (face-to-face)	281	32.0%	769	87.7%	400	45.6%	123	14.0%
Cell phone	444	56.1%	569	71.8%	541	68.3%	281	35.5%
Internet	389	42.9%	673	74.3%	638	70.4%	269	29.7%
Computer	392	43.8%	741	82.9%	583	65.2%	251	28.1%
Network television	297	35.9%	150	18.1%	649	78.4%	244	29.5%
Cable television	359	41.8%	179	20.8%	662	77.1%	293	34.1%
Print newspaper	237	31.6%	289	38.5%	379	50.5%	71	9.5%
News website (e.g., CNN.com)	300	35.0%	436	50.8%	538	62.7%	183	21.3%
Online video	157	22.0%	327	45.8%	405	56.7%	114	16.0%

During the day, the most important information channels were other people, cell phones, Internet and computers. For evening the pattern was quite different. There was heavy use of network and cable TV, print newspapers, news websites, and online video. Based on these patterns, we suggest that urgent and non-urgent information should optimally be provided with the media identified below.

Entertainment use of the media during various dayparts is shown in Table 12 of Appendix 3, but not included here because it is of less utility to defining aperture. We conclude from this question that the following media should be employed for urgent and non-urgent information at each aperture.

•How to reach them with URGENT INFORMATION at different times of day
      Before work: Cell phone, Internet
      During the day: other people, cell phone, Internet
      Early evening: TV, Internet, computer, online video
      Late evening: Cell phone, Internet, TV

•How to reach them with ongoing NON-URGENT INFORMATION

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Before work: online video
During the day: computer, other people, newspaper
Early evening: newspaper, online video, Internet
Late evening: Internet, cell phone, online video, Internet, cable TV

F. McClelland's Manifest Needs Test

The McClellan Manifest Needs Questionnaire (Steers and Braunstein, 1976) was developed to measure four motivations: Achievement, Affiliation, Autonomy and Power. In previous studies these different motives have been shown to predict (Miller, Clinton, & Camey, 2007) how young adults respond to Army slogans like "An Army of One," "Be All You Can Be," and"Today's Army Wants to Join You."   It also predicts work values and career-marriage balancing (Cooper, Arkkelin, & Tiebart (1994). In the survey, this scale was provided only to the Soldiers, Enlisted and Officers. Factor analysis of the items identified the same four factors as are classically observed. However, there was not a significant different in the scores of Enlisted and Officers.

Table 7

Manifest Needs Questionnaire (Steers and Braunstein, 1976)

Factor Loading	Factor 1 Affiliation/Achievement
.635	I do my best work when my assignment is fairly tough.
.595	When I have a choice, I try to work in a group instead of by myself.
.698	I seek an active role in the leadership of a group.
.716	I try very hard to improve on my past performance at work.
.645	I pay a good deal of attention to the feelings of others at work.
.663	I consider myself a 'team player' at work.

Factor Loading	Factor 2 Power
.567	I find myself organizing and directing the activities of others.
.624	I strive to gain more control over the events around me at work.
.513	I try to perform better than my coworkers.
.618	I strive to be 'in command' when I am working in a group.

Factor Loading	Factor 3 Autonomy #1
.651	I go my own way at work, regardless of the opinions of others.
.680	I prefer to do my own work and let others do theirs.

Factor Loading	Factor 4 Autonomy #2
.645	I disregard rules and regulations that hamper my personal freedom.
.553	I try to avoid added responsibilities on my job.

Factor	Enlisted	Officers
Factor 1	5.45	5.55
Factor 2	4.68	4.71
Factor 3	4.15	3.98
Factor 4	2.23	2.02

No significant differences between Enlisted and Officers.

G. Porter's Measure of Motivations

The Porter/Mazlow need priority scale measures autonomy, achievement, affiliation, and esteem motivations (Rogers, 2005). Autonomy and need for achievement have been shown to be consistently predictive of leadership (Rogers, 2005). This scale was presented to all Soldiers (Enlisted and Officers). Interestingly it did not factor into four factors, but showed all items loaded on a single factor. There was no significant

difference in the scales on the single scale between Enlisted and Officers.

3. . External stakeholders interview report (Influentials)

This initiative sought to explore the knowledge and beliefs of key influential individuals around the state. Researchers conducted 25 in-depth interviews with business, civic, and political leaders from around Missouri. These interviews were conducted over a two-month period, from early November to early January and interviews were about 25 minutes in length. Interviewees were leaders in government, business, and communities and participants included representatives from:
•Enterprise Rent-A-Car
•Emerson
•Ford Motor Company
•Unigroup
•Lockton
•Quilogy
•Assurant Employee Benefits
•Blue Cross Blue Shield
•Center for Emerging Technology
•Mid-America Regional Council
•Greater Kansas City Community Foundation
•St. Louis Regional Business Council
•St. Louis Chamber of Commerce
•Missouri Chamber of Commerce

Names of individuals interviewed are not included in this document because of privacy concerns.
With the exception of political leaders, most other leaders interviewed have very limited knowledge of Fort Leonard Wood and its mission. In fact, most can only scratch the surface: *it's an Army base in central Missouri that does training.*

About one-in-four influentials who were interviewed say they have heard of the Leonard Wood Institute. More importantly, however, most indicate an interest in learning more about how Fort Leonard Wood is working with and partnering with companies throughout the state. Specifically, influentials express the greatest interest in learning more about how Fort Leonard Wood may play a role as follows:
•Creates jobs
•Partners with companies
•Strengthens Missouri's economy
•Protects America

In more bottom line terms, influentials would suggest to Fort Leonard Wood that it tell the state's business community what exactly the installation does for the state of Missouri and how companies in this region can partner with it. Their overarching message to the Commanding General is to increase Fort Leonard Wood's external communications and outreach efforts. Most participants offer specific advice on how to accomplish this, but

the general theme of this advice is that face-to-face communication with this audience is going to be most effective.

Research Specifics:
What do most people think of when they think Fort Leonard Wood?

•**"Army base"**
•12 of 25 influentials specifically mentioned "Army" when describing Fort Leonard Wood
•However, only five influentials note that other branches are present on the base

•**"Located in central Missouri"**
•Virtually all influentials reference the installation's location

•**"Training"**
•18 of 25 influentials mention training as Fort Leonard Wood's primary role

•**"Don't know"**
•11 of 25 influentials volunteered at the onset of the interview that their knowledge of Fort Leonard Wood is very limited and they don't know much about the base beyond the very basic facts noted above. While this may not seem to be a positive finding, it does offer a great opportunity to shape perceptions of key Missouri citizens about the base and the Leonard Wood Institute.

Another interview question asked, "What is your overall opinion of Fort Leonard Wood?"

•17 of 25 influentials have a positive opinion of Fort Leonard Wood
•"Very good asset"
•"Positive"
•"Under-appreciated asset"
•"Very positive"
•"No negative opinions"
•"Much better today than 40 years ago"
•"Favorable"
•"Very Army-centric"
•"Survived some tough BRACs, which speaks volumes of its importance and location"

The others who were interviewed note that they do not have enough knowledge of the base to have an opinion of it.
When asked "What do you consider to be the greatest strengths of Fort Leonard Wood?" only a handful of those interviewed offered their thoughts on the greatest strengths of Fort Leonard Wood (many felt they didn't know enough in order to comment). More specifically:
•Responses indicate there is no prevailing message
•"Excellent job in training"

•"Diversity of missions"
•"Quality folks coming out of there"
•"Relationships you can have with others in terms of research and development"
•"Economic engine for that part of Missouri"
•"Positive economic impact"
•"Wide spectrum of training and doctrine development"

Figure 13: Percent of people who indicate they knew these facts about FLW

Percentage of people who indicate they knew these facts
about Fort Leonard Wood

Fact	Percentage
Is important to our country in defending our homeland	96%
Is an economic engine with statewide impact	92%
Provides training demonstrations to community organizations	58%
Trains soldiers to interact with other cultures	54%
Is a first responder to national threats	54%
Funds Army-business research through public/private partnership	50%
Works with major non-military organizations in the community	46%
Trains soldiers to communicate effectively with the enemy	42%
Has Army, Navy, Air Force and Marines on base	39%
Offers a business incubator	33%
Has three colleges within its borders	29%

In response to 12 different items that Fort Leonard Wood could be discussing with the business community, the ones people are most interested in include:
•Strengthening Missouri's economy
•Creating jobs
•Partnering with companies on defense-related research
•Helping protect America

In response to 12 different items that Fort Leonard Wood could be discussing with the business community, the ones people are most interested in include:
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•Helping protect America

An important finding is that three quarters of the influentials have never heard of the Leonard Wood Institute (LWI); upon learning more about it, however, most indicate this knowledge positively affects their opinion of Fort Leonard Wood.

Generally speaking, reactions to the partnership between FLW and LWI were strongly positive, and people felt this was good information. Some specific comments include:

•"It would be interesting to know what local businesses are doing stuff with Fort Leonard Wood."

•"I am very enthusiastic about partnerships like this, especially in this part of the state."

•"This is very good, but you're going to have problems getting business leaders to find it credible."

Influentials suggest Fort Leonard Wood should be telling the business, civic and government communities what the installation does for the state of Missouri and how they can partner with it. Their overarching message to the Commanding General is to increase Fort Leonard Wood's outreach efforts; most participants offer suggestions to accomplish this.

Suggestions for outreach:

Education

•I would think that Fort Leonard Wood leadership would have to identify business leadership and political leadership and get them together to brainstorm ideas on how to plug in... The business community and academic community would be interested in this message. Fort Leonard Wood has a very compelling story to tell.

•I would suggest interaction with the community leaders, like a Fort Leonard Wood 101.

•Don't use websites; maybe educate directly to leaders in the state and then let it filter down from there.

•You need to identify your audience and figure out what they need. If the business community is the audience, then tailor the communication to them. Are there things they could do like bringing the general up to the university in Columbia? He could talk about the future of the military generally and also make some points about Fort Leonard Wood specifically. Neither Fort Leonard Wood or the Leonard Wood Institute websites are really telling a story.

IV. Conclusions and Proposed Actions

FLW should be accurately portrayed as a world-class maneuver support training center helping
shape and care for the Soldier of the future. Fort Leonard Wood should be seen for the local and global beacon that it is.

A. Specific recommendations from findings:
   1. Development of a research-based strategic communication plan is crucial. When communication plans are research-based, communicators and senior

leaders are able to evaluate their success because benchmarks have been established in the process. A strategic plan that is effective must include the following elements: it must be needs-based; it must be presented in the right media/channels; it must be presented in the right media with desired features; it must be presented in the "voice" desired; it must be aperture sensitive.

By "strategic" we mean that the plan should not begin with tactics (a web site redesign, more events, etc.) but it should be based on best means for communicating with identified stakeholders. For example, research reveals that younger audiences rarely use print newspapers. Therefore, if a communicator or advertiser relies on print advertising or news releases, he is very unlikely to reach organizational goals.

Moreover, it is important that communicators not rely on gut feelings or "what we've always done." Another example: some communicators might assume that older audiences will not be receptive to or use Internet and other digital technologies. However, research reveals that Baby Boomers are adopting technologies at almost the same rate as the next two younger segments. The most important takeaway is that research is critical at every stage of planning, implementation and evaluation in order to communicate effectively and use resources wisely.
The graphics below reveal the most crucial aspects of planning.

Figure 14: Components of the Planning Process
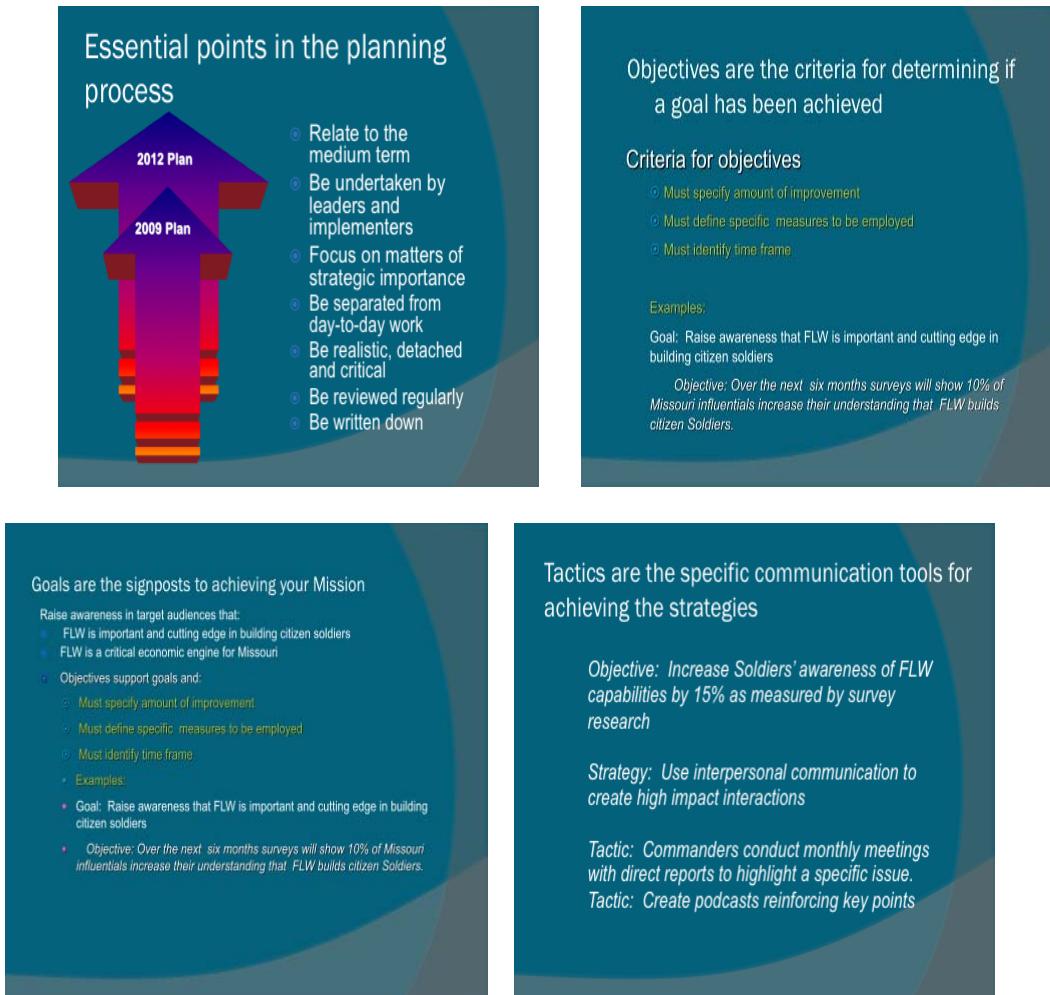
This communication plan should be built around FLW goals and begin with prioritizing stakeholders. A two-pronged approach for strategy is indicated: An internal communication strategy and an external communication strategy.

>   2. Structural issues must be addressed to reduce message fragmentation. Because FLW is such a complex organization with so many diverse stakeholders, it is critical that the organizational structure foster coordinated and focused plans and programming. A diffuse structure leads to non-purposive approaches.
>
>   From the standpoint of planning, the STRATCOM cell has taken important steps to bring together the key communication personnel on a regular basis. This is important and we would recommend that its role be formalized in the management structure. Another structural issue is the geographic distance of the

PAO from the CG's office. While it seems counterintuitive in the age of instant digital communication, geographic proximity of the key players is often helpful in coordinating efforts and sharing knowledge both formally and informally.

3. Based on research, senior leadership may wish to consider reassignment of resources to certain activities.

> a. Successful communication channels should be strengthened including the FLW web site and the *Guidon*. It seems clear that web- and Internet-based information is highly desired stakeholders and it is likely this preference will accelerate.
> b. In addition, traditional and successful communication channels could be strengthened by the adding more desired features such as video, audio, and on-demand programming.
> c. Ease of use and accessibility indicate that much text-based communication will not be effective going forward for many audiences.
> d. For media and channels for which respondents indicated much lower usage and usefulness, leaders may wish to learn more about the reasons for this.

4. Conduct additional qualitative research to better understand the motivations and reasons for media preferences. While we have several hypotheses for why Enlisted personnel prefer audio and video, but this could be further elaborated.

5. Increase the amount and availability of FLW news. The news agenda for FLW should be reconsidered for segmented internal stakeholders. Enlisted personnel in particular show a strong desire and interest for specific kinds of news topics. Using the research, it will be possible for STRATCOM to develop strategies and tactics for reaching them. For example, if information about family health issues is strong, resources could be put forward to provide opt-in RSS feeds about those topics including links to other health and medical information on the web site with links to hundreds of health care companies/associations.

Similarly, personnel showed extremely strong interest in information about new policies. RSS feeds, video summaries, more prominent web site alerts and the like all provide opportunities to enhance message delivery.

For primary and secondary stakeholders (including families, for instance), the Internet and related mobile devices serve increasingly as an information and entertainment hub. Moreover, the dividing line between traditional media such as network television and Internet delivered programming is increasingly blurred, offering substantial opportunities for focused messaging.

6. Consider developing a branded journalism product based on video. Clearly, the demand for specific types of information is strong and there is a significant desire to obtain it through video—both in traditional approaches and online.

Therefore, we propose investigation of a branded journalism site, similar to the Newsy.com approach. Seen through the lens of the MCM, stakeholders want content that is tailored to their interests and communication needs, delivered in channels and with features they desire. See below for a more detailed explanation of how a branded journalism/custom content site might serve FLW.

7. Consider tactical development in several specific areas.
   a. Re-examine the web site considering function and usability for journalists. This could include highlighting materials aimed at journalists, providing media releases with banks of graphics, video, and photos, etc. This would be an enhancement of the present site, making access, contacts, and ready-to-use news and feature stories more easier for journalists. Use video capabilities on base for enhanced VNR opportunities. Research and consultation with key players will provide the insights needed to understand how best to strategize the program, understand the nature of the situation, address the most important audiences, and identify the best and most cost-effective approaches to get the right message to the right person at the right time.
   b. Consider computer based impact tracking systems Obtain computer programs such as Vocus that can help with tailoring news, developing impact studies. Develop more extensive databases of journalists and other influentials to contact appropriately with new information.
   c. Consider how to enhance email and meeting communication with audio/video follow up.

B. Developing an action plan based on the influentials research

The overarching takeaway from this research is that the state's business community knows almost nothing about Fort Leonard Wood. The good news aspect of this is that it means Fort Leonard Wood has a blank canvas on which it can tell its story – *this is about building awareness rather than changing outdated or negative perceptions.* This could be accomplished by implementing the following communications plan:

1. Develop a message platform
• Develop a message platform that's tailored to the business audience.
•*They want to know what exactly Fort Leonard Wood does for the state and how can the business community partner with it.*
•*In particular, case studies would be an effective tool for bringing these messages to life.*

2. Create a network of third party allies
• Assemble a network of third-party allies and messengers to help tell the story.
•*Stakeholders who are likely to positively influence the future of Fort Leonard Wood, either directly or indirectly, are the right program messengers. Possible examples include: university officials; state legislators and regulators; local elected officials; business and civic leaders; leaders of professional*

organizations; other stakeholders (e.g., editors/correspondents of key local and state media outlets), and veterans groups.

3.Launch a strategic communication campaign targeting state influentials.
• Launch a strategic communications campaign to tell the story (with the help of your third-party allies and messengers). It is critical that a plan is developed to most effectively reach highest priority, highest impact events and individual. Each selection of a venue and topic should be considered in light of desired outcomes.

•*Speaking opportunities at chamber events, panel discussions, and other business functions.*
•*Sponsorship of business groups to visit the post for a day, meet with leadership, and see first-hand how Fort Leonard Wood is effectively partnering with other Missouri companies right now.*
•*Media relations efforts targeting the state's business publications (e.g., St. Louis Business Journal).*

C. Brand Journalism/Custom News Content

This research as well as many other research initiatives suggest that audiences prefer news and information that is tailored, customized, and customizable for them. Indeed, the present research showed that stakeholders are often receiving information they perceive as not relevant to them. This is problematic in that if people receive many messages that they do not believe are important or relevant to them, important and significant information may be lost in the clutter.
Similarly, mass media including broadcasting, is a shotgun approach that misses most important stakeholders. Targeted and narrowcasting media offer both the organization and audiences control in receiving news that is useful, important, and in-depth. International and national stories that are germane to stakeholders can be tagged and repurposed.

The research demonstrates that for news and information, FLW audiences would respond to video, interviews, guests, and other materials delivered in a highly visual format. A branded journalism site would also be a portal for entertainment and games. Building on the heavy reader/viewership of the *Guidon*, Guidon.com, and the FLW web site, a brand journalism site and partnership with MU and affiliates may be a starting point.

Properly structured and promoted, such a site could become a quick source for influentials who can see powerfully how their businesses and communities can work with FLW. The core FLW story can be told in a variety of multidimensional media. The brand narrative can be told again and again in different ways to build and reinforce an accurate vision of FLW.

Sample Branded Journalism Plan

Media Convergence Group, Inc. is based in Columbia, MO and launched first service (Newsy.com) in 2009. Newsy is a multi-source, multi-platform video news service that monitors, synthesizes and presents the world's news coverage. Newsy is supported by a variety of revenue sources including advertising; content licensing fees and custom corporate news content fees. Media Convergence Group, Inc. operates in partnership with the Missouri School of Journalism and is enthusiastic about partnering in research and learning opportunities with Fort Leonard Wood.

There are a variety of ways for Newsy to work with the project including training Fort personnel on how to create and distribute multi-source news, custom production of branded multi-source news targeted specifically for the Fort's audiences and consulting services on how to design, build and operate a multi-source, multi-platform video newsroom. Newsy would operate on a monthly fee basis with a 12-month commitment to provide these services to Fort Leonard Wood.

An example of an agreement could include Newsy producing 20 Fort Leonard Wood-branded multi-source news stories per week for distribution across multiple platforms (web, mobile and TV). Newsy could also produce a 30-minute Fort Leonard Wood week in review show for distribution across web, mobile, and TV.

The newsgathering operation could be converged with the FLW video production facility and the FLW base newspaper into a state-of-the-art (but low-cost) media center.

This newsroom or media center would consist of the following:

· Workspace to accommodate 6 to 8 journalists to report and produce news stories – video, audio, still pictures, television scripts and internet text.

· An adjacent studio, small in size with two inexpensive cameras, a basic lighting system, and a director's switcher.

· Small, portable cameras to report in the field.

· A newsroom content management system for writing and editing. (This would be a simple software package loaded on standard pc's or apple computers.)

· Standard newsroom systems – an assignment desk, equipment management system, editorial meeting schedule, standards and daily routine for critique of the news product, development of a code of ethics that meets the special interests of Base Command as well as journalistic requirements.

Establishing a news operation requires selection of and training for management and staff. Initial training should be supplemented by periodic training updates. Training of the initial staff of managers and journalists could be conducted in approximately 100 hours.

This base news operation could be a model for American military bases worldwide. It would foster communication and goodwill between all the army's constituencies in the military base environment.

D. A Quick Look at Research-Based Guidelines for FLW Leaders and Communicators

As we know from decades of research, people prefer news and information that is highly relevant to them. Rather than delivering material in a one-to-many format, through technology we are able to bring customized news and information in ways that will increase knowledge acquisition.

1. Develop a strategic integrated communication plan and use it to take action. Assure that every individual and group assigned communication duties follow the plan.

2. Assure that accountability and evaluation are established in the strategic plan and that the communication function is directly associated with the dominant coalition.

3. Consider development of a training protocol that assists each FLW Soldier-Diplomat embrace and understand the mission and goals of FLW and allow her or him to communicate them quickly and persuasively.

4. Test all tactics against strategies. For example, communication tactics that do not expressly support the mission and vision should, at least, be relegated to lower priorities.

5. Use a shorthand guideline for message strategies. Based on the research, messages should:

• Use rich video and audio media for maximum effectiveness.
• Deliver messages in media and formats that different stakeholders prefer and monitor those preferences.
• Make it easy for stakeholders to access and digest information.

6. Conduct ongoing research to track changing preferences based on emerging technologies and preferences, especially with regard to cell phones, video/audio, email, and web sites.

7. Make it easy for journalists to access individuals, rich media, and other materials that help them tell the FLW story more effectively.

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VI. Appendix 1: Interview Questions for FLW SMES

1. What is your understanding of the General's intent on strategic communication?
2. How do you measure success in it? Can you quantify/empirically support your answer?
3. Who links all the communication pieces together? How? Is there a roadmap?
4. How do you decide what the stories are?
5. What IN YOUR VIEW are your priorities for communication? Who sets them?
6. What is your discretionary budget?
7. What is the role of civilians in the public affairs office?
8. In the public affairs office, what are the tasks?
    How are speeches coordinated with the events?
    What does evaluation look like? Of individual events? Of the whole year?
9. What is the information flow between brigade commanders and battery commanders?
10. What is the decision-making process for event planning?
11. Is event planning related to the training mission of various units?
12. How does the hometown news release program work here at FLW?
13. How is publicity for national guard and reserve units handled?

14. What research has been conducted at this installation or others regarding communication channels and effectiveness? (For internal AND external communication?)

15. What published material is available regarding military communication internally and externally in various success factors, e.g., war college theses and other published materials?

16. How is FLW focus on family communicated to soldiers? What are the obstacles to successful communication to soldiers and their families?

17. How do you measure success in communication with the community?

18. How do you measure success in communication with Soldiers?

19. How do you measure success in communication with Families?

20, What media sources does your PAO have regular contact with? (local newspaper/tv regional? national?)

21. How long are Soldiers typically stationed at Fort Leonard Wood? (This affects Soldiers' desire to be community oriented)

22. What events or activities outside the post are FLW units/Soldiers encouraged to participate in or attend? And what are their roles?

23. Do LTs handle PAO duties at the battalion level and below? If so, what training do your non-PAO officers receive? (since most are given that position and didn't 'ask' for it.

24. How do you see your mission supported through communication—or not?

25. How are values communicated throughout the system? From basic training on up.

VII. Appendix 2: Internal Survey Questionnaire

Thank you for participating in this survey. Please read each question and mark appropriate answers. All
information is confidential and will be used for research purposes only.
Twenty (20) iPod Nanos will be awarded randomly to those who completely finish the questionnaire. If
you have any questions about the study, please contact Dr. Esther Thorson (ThorsonE@missouri.edu) or
Dr. Margaret Duffy (Duffym@missouri.edu).
We do not anticipate there will be any risks or direct benefits to you as a consequence of your decision
to complete the survey. You have the right to withdraw from the study at any time without
consequence.
Agreement: "I have read the procedure described above. I voluntarily agree to participate in the procedure by pressing the NEXT button."
1. Introduction
2. Information for reward
1. If you wish to have your name entered to win one of the iPod Nanos, please enter your e-mail here:

3. Communication Channels (FLW
Page 2

1. Each item below describes a current method of communication at Fort Leonard Wood. First, for each item, tell us HOW OFTEN you use each communication channel. Second, if you have used the communication channel, tell us HOW EFFECTIVE you thought it was for you.

Frequency of Use Effectiveness for me
Manuever Support
Magazine
Unit website
The Guidon
Bulletin boards
Safety displays
Post intranet
Post memorandums
School bulletins
Inter-office mail
Post-wide e-mail
blasts
Videos produced by
FLW
FLW website

Page 3

1. Each item below describes a current method of communication at Fort Leonard Wood. First, for each item, tell us HOW OFTEN you use each communication channel. Second, if you have used the communication channel, tell us HOW EFFECTIVE you thought it was for you.

Frequency of Use Effectiveness for me
Cable television
Network television
(e.g., NBC, CBS)
Other non-FLW
military websites
Instant Messaging
Personal e-mail
Phone texts
Military e-mail
Local newspaper
(excluding The
Guidon)
Tweets
Local radio
Social Network Sites
(e.g., Facebook,

MySpace)

1. Each item below describes a current method of communication at Fort Leonard Wood. First, for each item, tell us HOW OFTEN you use each communication channel. Second, if you have used the communication channel, tell us HOW EFFECTIVE you thought it was for you.
Frequency of Use Effectiveness for me
Work-related
meetings
Other speeches and
presentations
Communication with
other people on post
Speeches and
presentations by the
Command Group and
staff
Events sponsored by
the Command Group
office
Family-oriented
meetings and events
Communication from
immediate supervisor
or person in your
chain of command

1. If there was a major news story about Fort Leonard Wood, how much would you like to get the story from each of the following communication channels.

Dislike very much <-------- -------- --------> Like very much
Watching a TV news
story about it
 ml j ml j ml j ml j ml j
Receiving it by e-mail ml j ml j ml j ml j ml j
Getting a text story on
your cellphone
 ml j ml j ml j ml j ml j
Reading about it in a
newspaper
 ml j ml j ml j ml j ml j
Watching video about

it on a website

ml j ml j ml j ml j ml j

Hearing the story on
the radio

ml j ml j ml j ml j ml j

Getting a video story
on your cellphone

ml j ml j ml j ml j ml j

1. For each of the time periods, tell us what media you're likely to use for
INFORMATION. Mark all time periods which apply for each media option.
Before class/work During the workday
Early evening (1800-
2200)
Late evening (after
2200)
Internet fe c fe c fe c fe c
Cable TV (e.g., CNN,
FOX)

fe c fe c fe c fe c

Cell phone fe c fe c fe c fe c
Network TV (e.g., ABC,
NBC)

fe c fe c fe c fe c

Other people (face-toface)

fe c fe c fe c fe c

News website (e.g.,
CNN.com)

fe c fe c fe c fe c

Print newspaper fe c fe c fe c fe c
Computer fe c fe c fe c fe c
Online video fe c fe c fe c fe c

Page 6

2. For each of the time periods, tell us what media you're likely to use for
ENTERTAINMENT. Mark all time periods which apply for each media option.
Before class/work During the day
Early evening (1800-
2200)
Late evening (after
2200)
Cable TV (e.g., CNN,
FOX)

fe c fe c fe c fe c

Print newspaper fe c fe c fe c fe c
Network TV (e.g., ABC,

NBC)

 fe c fe c fe c fe c

Online video fe c fe c fe c fe c

News website (e.g.,
CNN.com)

 fe c fe c fe c fe c

Internet fe c fe c fe c fe c

Computer fe c fe c fe c fe c

Online video fe c fe c fe c fe c

Other people (face-toface)

 fe c fe c fe c fe c

Cell phone fe c fe c fe c fe c

1. For each topic listed below, tell us how important getting NEW INFORMATION about that topic is to you personally.
Information about:

Not important at
all
<----- ----- ----->
Extremely
important

Leisure activities ml j ml j ml j ml j ml j

Sports/Working Out ml j ml j ml j ml j ml j

Installation success
stories
 ml j ml j ml j ml j ml j

Safety ml j ml j ml j ml j ml j

News about people like
me
 ml j ml j ml j ml j ml j

New policies ml j ml j ml j ml j ml j

Key people on the
installation (e.g.,
Commanding General,
NCO of the Year)
 ml j ml j ml j ml j ml j

Your deployment ml j ml j ml j ml j ml j

Others' deployment ml j ml j ml j ml j ml j

Page 7

2. Indicate your level of interest in each of the following kinds of information about Fort Leonard Wood.

No interest <----- ----- ----->
Extremely

interested
Family health care ml j ml j ml j ml j ml j
Crime statistics ml j ml j ml j ml j ml j
Public school
information
 ml j ml j ml j ml j ml j
Redeployment
ceremonies
 ml j ml j ml j ml j ml j
Community events ml j ml j ml j ml j ml j
Housing information ml j ml j ml j ml j ml j
Religious services ml j ml j ml j ml j ml j
MWR activities ml j ml j ml j ml j ml j
FRG Events ml j ml j ml j ml j ml j

Page 8

1. Indicate your level of agreement with each of the statements below.
Strongly disagree <----- ----- -----> Strongly agree
FLW is a top training
facility for Army
Soldiers and civilians.
 ml j ml j ml j ml j ml j
I understand FLW's
mission as it applies
to my group/division.
 ml j ml j ml j ml j ml j
I get good information
that helps me do my
job.
 ml j ml j ml j ml j ml j
I get most of my
information from other
Soldiers/civilian
workers.
 ml j ml j ml j ml j ml j
I'm encouraged to
communicate my
opinion about
operations to my
supervisor and others.
 ml j ml j ml j ml j ml j
I am knowledgeable
about all three FLW
schools.
 ml j ml j ml j ml j ml j

Information from
higher channels is
accurately received.
  ml j   ml j   ml j   ml j   ml j
I usually feel that I'm
getting all the
information about FLW
that is relevant to me.
  ml j   ml j   ml j   ml j   ml j
Sometimes I'm
surprised by
information that I
should have received
earlier.
  ml j   ml j   ml j   ml j   ml j
My family gets good
information about
what's going on at
FLW.
  ml j   ml j   ml j   ml j   ml j
When there's
something I really
need to know, I know
where to go to find out
about it.
  ml j   ml j   ml j   ml j   ml j
There is good flow of
information from
higher levels down to
me.
  ml j   ml j   ml j   ml j   ml j
I receive a lot of
information that is not
relevant to me.
  ml j   ml j   ml j   ml j   ml j

Page 9

1. Select the category which currently applies to you.

1. What is your current pay grade?
2. Years of service:
3. Is your unit stationed at Fort Leonard Wood?
4. If yes, how long have you been stationed at Fort Leonard Wood?
Active Army, Reserves, National Guard
  ml j

Page **55** of **86**

Retired military
  ml j
Civilian
  ml j
E1 through E4
  ml j
E5 or E6
  ml j
E7 or greater
  ml j
WO1 or CW2
  ml j
CW3 through CW5
  ml j
O1 through O3
  ml j
O4 or O5
  ml j
O6 or greater
  ml j
Yes
  ml j
No
  ml j
Not applicable
  ml j
Less than 6 months
  ml j
7-12 months
  ml j
More than one year, but less than two
  ml j
More than two years, but less than three
  ml j
More than three years, but less than five
  ml j
More than five years
  ml j
Page 10

5. At which location do you do most of your work?
6. If you answered 'Other' above, please specify location:

MP School
  ml j
Engineering School

ml j
CBRN School
 ml j
Post headquarters
 ml j
Unit headquarters
 ml j
Other (see below)
 ml j
Page 11

1. How important are the following statements with regards to your position
in the military.

Least
important
<-------- -------- -------- -------- -------->
Most
important
1. The feeling of selfesteem
 ml j ml j ml j ml j ml j ml j ml j
2. The opportunity of
personal growth and
development
 ml j ml j ml j ml j ml j ml j ml j
3. The prestige of the
job inside the military
 ml j ml j ml j ml j ml j ml j ml j
4. The opportunity for
indepedent thought and
action
 ml j ml j ml j ml j ml j ml j ml j
5. The feeling of job
security
 ml j ml j ml j ml j ml j ml j ml j
6. The feeling of selffulfillment
 ml j ml j ml j ml j ml j ml j ml j
7. The prestige of the
job outside the military
 ml j ml j ml j ml j ml j ml j ml j
8. The feeling of
worthwhile
accomplishment
 ml j ml j ml j ml j ml j ml j ml j
9. The opportunity to
give help to other

people

 ml j ml j ml j ml j ml j ml j ml j

10. The opportunity for participation in setting goals

 ml j ml j ml j ml j ml j ml j ml j

11. The opportunity for determining methods and procedures

 ml j ml j ml j ml j ml j ml j ml j

12. The authority connected with the job

 ml j ml j ml j ml j ml j ml j ml j

13. The opportunity to develop close friendships

 ml j ml j ml j ml j ml j ml j ml j

Page 12

1. Answer the following questions using the scale provided.
Never <-------- -------- -------- -------- --------> Always

1. I do my best work when my job assignment is fairly difficult.

 ml j ml j ml j ml j ml j ml j ml j

2. When I have a choice, I try to work in a group instead of by myself.

 ml j ml j ml j ml j ml j ml j ml j

3. In my work assignments, I try to be my own boss.

 ml j ml j ml j ml j ml j ml j ml j

4. I seek an active role in the leadership of a group.

 ml j ml j ml j ml j ml j ml j ml j

5. I try very hard to improve on my past performance at work.

 ml j ml j ml j ml j ml j ml j ml j

6. I pay a good deal of attention to the feelings of others at work.

ml j ml j ml j ml j ml j ml j ml j

7. I go my own way at work, regardless of the opinions of others.

ml j ml j ml j ml j ml j ml j ml j

8. I avoid trying to influence those around me to see things my way.

ml j ml j ml j ml j ml j ml j ml j

9. I take moderate risks and stick my neck out to get ahead at work.

ml j ml j ml j ml j ml j ml j ml j

10. I prefer to do my own work and let others do theirs.

ml j ml j ml j ml j ml j ml j ml j

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1. Answer the following questions using the scale provided.
Never <-------- -------- -------- -------- --------> Always

11. I disregard rules and regulatons that hamper my personal freedom.

ml j ml j ml j ml j ml j ml j ml j

12. I find myself organizing and directing the activities of others.

ml j ml j ml j ml j ml j ml j ml j

13. I try to avoid any added responsibilities on my job.

ml j ml j ml j ml j ml j ml j ml j

14. I express my disagreements with others openly.

ml j ml j ml j ml j ml j ml j ml j

15. I consider myself a 'team player' at work.

ml j ml j ml j ml j ml j ml j ml j

16. I strive to gain more control over the events around me at work.

ml j ml j ml j ml j ml j ml j ml j

17. I try to perform
better than my
coworkers.
 ml j ml j ml j ml j ml j ml j ml j
18. I find myself talking
to those around me
about nonbusinessrelated
matters.
 ml j ml j ml j ml j ml j ml j ml j
19. I try my best to work
alone on a job.
 ml j ml j ml j ml j ml j ml j ml j
20. I strive to be 'in
command' when I am
working in a group.
 ml j ml j ml j ml j ml j ml j ml j

1. What was your last pay grade in the military?
E1 through E4
 ml j
E5 or E6
 ml j
E7 or greater
 ml j
WO1 or CW2
 ml j
CW3 through CW5
 ml j
O1 through O3
 ml j
O4 or O5
 ml j
O6 or greater
 ml j
Page 14

2. How long have you lived in the FLW area?
3. Is your spouse (or significant other) currently serving in the military?
4. Do you work full- or part-time on Fort Leonard Wood?
1. At which location do you do most of your work on Fort Leonard Wood?
2. If you answered 'Other' above, please specify location:

Less than 6 months
 ml j
7-12 months
 ml j

More than one year, less than two
 ml j
More than two years, less than three
 ml j
More than three years, less than five
 ml j
More than five years
 ml j
Yes
 ml j
No
 ml j
Yes (full-time)
 ml j
Yes (part-time)
 ml j
No
 ml j
MP School
 ml j
Engineering School
 ml j
CBRN School
 ml j
Post headquarters
 ml j
PX/Commissary/Shoppette
 ml j
Other (see below)
 ml j
Page 15

1. Is your spouse (or significant other) currently serving in the military?
2. How long have you lived in the FLW area?
3. Do you work full- or part-time on Fort Leonard Wood?1. At which location do you do most of your work on Fort Leonard Wood?
2. If you answered 'Other' above, please specify location:

Yes
 ml j
No
 ml j
Less than 6 months
 ml j
7-12 months
 ml j

More than one year, less than two
 ml j
More than two years, less than three
 ml j
More than three years, less than five
 ml j
More than five years
 ml j
Yes (full-time)
 ml j
Yes (part-time)
 ml j
No
 ml j
MP School
 ml j
Engineering School
 ml j
CBRN School
 ml j
Post headquarters
 ml j
PX/Commissary/Shoppette
 ml j
Other (see below)
 ml j
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Thank you for participating in this survey.
1. Gender:
2. Age:
3. Race:
4. Education:

Male
 ml j
Female
 ml j
Asian
 ml j
Black
 ml j
Caucasian
 ml j
Hispanic
 ml j

Other
 ml j
Some high school
 ml j
GED
 ml j
High school graduate
 ml j
Some college
 ml j
College graduate
 ml j
Some graduate school
 ml j
Graduate degree
 ml j

VIII: APPENDIX 3: Detailed data from the Internal Survey

Table 1
Frequency of Use of Channels
(Compare with Figure 3 in text)

Question: How often do you use each communication channel?

Communication Channel	Mean	1 - Never		2		3		4		5 - Often	
FLW website	3.83	44	4.4%	126	12.7%	203	20.4%	202	20.3%	419	42.2%
Inter-office mail	3.59	175	17.6%	110	11.1%	132	13.3%	104	10.5%	473	47.6%
Post intranet	3.51	130	13.1%	132	13.3%	211	21.2%	147	14.8%	374	37.6%
The Guidon	3.50	109	11.0%	178	17.9%	178	17.9%	164	16.5%	365	36.7%
Post-wide e-mail blast	3.34	179	18.0%	139	14.0%	190	19.1%	136	13.7%	350	35.2%
Safety displays	2.94	168	16.9%	228	22.9%	275	27.7%	143	14.4%	180	18.1%
Post memorandums	2.88	191	19.2%	222	22.3%	274	27.6%	130	13.1%	177	17.8%
Bulletin boards	2.53	284	28.6%	236	23.7%	259	26.1%	95	9.6%	120	12.1%
Unit website	2.32	423	42.6%	188	18.9%	162	16.3%	82	8.2%	139	14.0%
Videos produced by FLW	2.11	386	38.8%	286	28.8%	207	20.8%	60	6.0%	55	5.5%
Maneuver Support Magazine	1.99	477	48.0%	230	23.1%	163	16.4%	66	6.6%	58	5.8%
School bulletins	1.90	588	59.2%	139	14.0%	127	12.8%	55	5.5%	85	8.6%

Table 2
Effectiveness of the Channels for Me
Compare with Figure 4 in the text
Question: How effective are the communication channels for you?

Communication Channel	Mean	1 - Not effective		2		3		4		5 - Very effective	
FLW website	3.60	24	2.5%	123	12.9%	236	24.8%	239	25.2%	328	34.5%
Inter-office mail	3.37	31	3.7%	92	11.0%	148	17.7%	144	17.2%	423	50.5%
The Guidon	3.30	33	3.7%	119	13.4%	245	27.5%	187	21.0%	306	34.4%
Post intranet	3.26	31	3.5%	119	13.6%	240	27.4%	175	20.0%	310	35.4%
Post-wide e-mail blast	2.96	58	7.0%	139	16.7%	201	24.2%	156	18.8%	276	33.3%
Safety displays	2.78	46	5.5%	191	22.7%	273	32.4%	147	17.5%	185	22.0%
Post memorandums	2.65	38	4.7%	174	21.6%	287	35.7%	133	16.5%	172	21.4%
Bulletin boards	2.20	81	10.9%	192	25.9%	256	34.6%	98	13.2%	113	15.3%
Unit website	1.89	86	13.9%	142	23.0%	179	29.0%	86	13.9%	125	20.2%
Videos produced by FLW	1.87	53	8.4%	191	30.3%	208	33.0%	93	14.7%	86	13.6%
Maneuver Support Magazine	1.57	41	7.7%	172	32.3%	168	31.5%	87	16.3%	65	12.2%
School bulletins	1.38	50	11.4%	92	21.0%	135	30.8%	76	17.4%	85	19.4%

Note: Respondents selecting "0 – don't personally use" not included in table.

Table 3
Frequency of Use of Additional Communication Channels
Compare with Figure 5 in text

Question: How often do you use each communication channel?

Communication Channel	Mean	1 - Never		2		3		4		5 - Often	
Military e-mail	4.28	37	3.8%	36	3.7%	102	10.5%	117	12.1%	675	69.8%
Personal e-mail	3.80	78	8.1%	102	10.5%	153	15.8%	133	13.8%	501	51.8%
Network television	3.41	136	14.1%	116	12.0%	207	21.4%	137	14.2%	371	38.4%
Phone Texts	3.36	207	21.4%	121	12.5%	105	10.9%	97	10.0%	437	45.2%
Local radio	3.28	161	16.6%	126	13.0%	205	21.2%	145	15.0%	330	34.1%
Other non-FLW military websites	3.23	137	14.2%	132	13.7%	249	25.7%	181	18.7%	268	27.7%
Cable television	3.14	240	24.8%	108	11.2%	158	16.3%	109	11.3%	352	36.4%
Social Network Sites	2.78	329	34.0%	126	13.0%	143	14.8%	96	9.9%	273	28.2%
Local newspaper	2.35	372	38.5%	189	19.5%	185	19.1%	78	8.1%	143	14.8%
Instant Messaging	2.06	512	52.9%	145	15.0%	115	11.9%	72	7.4%	123	12.7%
Tweets	1.18	858	88.7%	41	4.2%	49	5.1%	9	0.9%	10	1.0%

Table 4

Effectiveness of Communication Channels for Me
Compare with Figure 6 in text

Question: How effective are the communication channels for you? (N=967)

Communication Channel	Mean	1 - Not effective		2		3		4		5 - Very effective	
Military e-mail	4.15	5	0.5%	37	4.0%	118	12.7%	152	16.4%	617	66.4%
Personal e-mail	3.67	21	2.4%	84	9.4%	161	18.0%	151	16.9%	475	53.3%
Phone texts	3.19	28	3.6%	77	10.0%	108	14.1%	106	13.8%	449	58.5%
Network television	3.16	44	5.2%	94	11.1%	226	26.8%	170	20.1%	310	36.7%
Local radio	3.07	37	4.5%	98	12.0%	217	26.5%	172	21.0%	296	36.1%
Other non-FLW military websites	3.06	31	3.7%	111	13.2%	257	30.6%	190	22.6%	252	30.0%
Cable television	2.78	31	4.2%	94	12.8%	189	25.7%	120	16.3%	300	40.9%
Social Network Sites	2.35	59	9.1%	90	13.9%	139	21.5%	116	17.9%	244	37.7%
Local newspaper	1.99	46	7.6%	131	21.5%	199	32.7%	88	14.5%	144	23.7%
Instant Messaging	1.60	44	9.3%	91	19.2%	134	28.2%	69	14.5%	137	28.8%
Tweets	0.37	38	26.2%	35	24.1%	43	29.7%	13	9.0%	16	11.0%

Note: Respondents selecting "0 – don't personally use" not included in table.

Table 5
Frequency of Use of Interpersonal Communication Channels
Compare with Figure 7 in the text

Question: How often do you use each communication channel?

Communication Channel	Mean	1 - Never		2		3		4		5 - Often	
Communication from immediate supervisor/chain of command	4.07	26	2.8%	56	5.9%	129	13.7%	147	15.6%	586	62.1%
Communication with other people on post	3.55	56	5.9%	94	10.0%	248	26.3%	190	20.1%	356	37.7%
Work-related meetings	3.53	66	7.0%	97	10.3%	233	24.7%	192	20.3%	356	37.7%
Speeches and presentations by Command Group/staff	2.43	226	23.9%	260	27.5%	254	26.9%	112	11.9%	92	9.7%
Events sponsored by the Command Group office	2.31	264	28.0%	257	27.2%	244	25.8%	106	11.2%	73	7.7%
Other speeches and presentations	2.26	247	26.2%	289	30.6%	269	28.5%	85	9.0%	54	5.7%
Family-oriented meetings and events	2.14	364	38.6%	208	22.0%	212	22.5%	84	8.9%	76	8.1%

Table 6
Effectiveness of Interpersonal Channels
Compare with Figure 8 in text

Question: How effective are the communication channels for you?

Communication Channel	Mean	1 - Never		2		3		4		5 - Often	
Communication from immediate supervisor/chain of command	3.90	27	2.9%	58	6.3%	142	15.4%	163	17.7%	532	57.7%
Communication with other people on post	3.44	17	1.9%	91	10.2%	249	27.9%	199	22.3%	335	37.6%
Work-related meetings	3.34	45	5.0%	98	11.0%	234	26.2%	210	23.5%	307	34.3%
Speeches and presentations by Command Group/staff	2.30	68	9.2%	175	23.6%	244	33.0%	126	17.0%	127	17.2%
Events sponsored by the Command Group office	2.09	68	9.8%	180	25.9%	229	33.0%	126	18.2%	91	13.1%
Other speeches and presentations	2.09	65	9.1%	194	27.1%	289	40.3%	92	12.8%	77	10.7%
Family-oriented meetings and events	1.88	51	8.6%	143	24.0%	190	31.9%	100	16.8%	112	18.8%

Note: Respondents selecting "0 – don't personally use" not included in table.

Table 7
Distribution of Perceived Importance of Different Types of Information
Compare with Figure 9 in text

Question: How important is getting new information about each topic for you personally?

Topic	Mean	1 - Not important at all		2		3		4		5 - Extremely important	
New policies	3.71	15	1.7%	37	4.1%	195	21.5%	297	32.7%	365	40.2%
Safety	3.55	27	3.0%	78	8.6%	209	23.0%	254	27.9%	341	37.5%
Your deployment	3.33	159	17.5%	54	5.9%	140	15.4%	161	17.7%	395	43.5%
Leisure activities	3.20	47	5.2%	96	10.6%	296	32.6%	292	32.1%	178	19.6%
Installation success stories	3.17	35	3.9%	116	12.8%	305	33.6%	294	32.3%	159	17.5%
Others' deployment	3.12	66	7.3%	110	12.1%	284	31.2%	279	30.7%	170	18.7%
Sports and working out	3.00	101	11.1%	117	12.9%	294	32.3%	222	24.4%	175	19.3%
News about people like me	2.96	92	10.1%	127	14.0%	307	33.8%	237	26.1%	146	16.1%
Key people on the installation	2.96	65	7.2%	157	17.3%	321	35.3%	228	25.1%	138	15.2%

Table 8

Differences in Four Groups on Importance of Information Topics

Questions: How important is new information on these topics?

Factor	Overall	Retired	Civilian	Enlisted	Officers
Safety					
Mean	3.9	4.1*	4.0*	3.9*	3.5*
* Officers were significantly lower than Retired, Civilians, and Enlisted.					
Your deployment					
Mean	3.6	2.9*	3.0*	4.2*	4.3*
* Enlisted and Officers were significantly higher than Retired and Civilians.					
Others' deployment					
Mean	3.4	3.2	3.3	3.5	3.5
No significant differences.					
New policies					
Mean	4.1	4.0	4.1	4.0	4.0
No significant differences.					
News about people like me					
Mean	3.2	3.2	3.2	3.4*	3.0*
* Enlisted were significantly higher than Officers.					
Sports and working out					
Mean	3.3	3.0	2.8*	3.7*	3.5*
* Enlisted and Officers significantly higher than Civilians.					
Key people on installation					
Mean	3.2	3.4	3.4*	3.1*	3.2
* Civilians were significantly higher than Enlisted.					
Installation success stories					
Mean	3.5	3.6*	3.7*	3.4*	3.2*
* Civilians and Retired were significantly higher than Enlisted and Officers.					
Leisure activities					
Mean	3.5	3.5	3.3*	3.7*	3.3*
* Enlisted were significantly higher than Civilians and Officers.					

Table 9
Distribution of Levels of Interest in FLW Topics
Compare with Figure 10 in the text

Question: Indicate your level of interest in each of the following kinds of information about Fort Leonard Wood.

Topic	Mean	1 - Not interest		2		3		4		5 - Extremely interested	
Crime statistics	3.34	57	6.3%	94	10.3%	232	25.5%	256	28.2%	270	29.7%
Family health care	3.33	98	10.8%	84	9.2%	185	20.4%	218	24.0%	324	35.6%
MWR activities	3.31	53	5.8%	91	10.0%	244	26.8%	278	30.6%	243	26.7%
Community events	3.29	51	5.6%	83	9.1%	280	30.8%	266	29.3%	229	25.2%
Redeployment ceremonies	2.76	138	15.2%	150	16.5%	308	33.9%	185	20.4%	128	14.1%
Public school information	2.67	265	29.2%	113	12.4%	171	18.8%	147	16.2%	213	23.4%
Religious services	2.59	209	23.0%	142	15.6%	275	30.3%	158	17.4%	125	13.8%
Housing information	2.34	320	35.2%	131	14.4%	210	23.1%	131	14.4%	117	12.9%
FRG events	2.30	277	30.5%	178	19.6%	244	26.8%	132	14.5%	78	8.6%

Table 10

Interest in information about Fort Leonard Wood

Factor	Overall	Retired	Civilian	Enlisted	Officers
MWR activities					
Mean	3.6	3.7	3.5[*]	3.8[*]	3.5
* Enlisted were significantly higher than Civilians.					
FRG events					
Mean	2.5	2.3[*]	2.3[*]	2.7[*]	2.6
* Enlisted were significantly higher than Retired and Civilians.					
Community events					
Mean	3.6	3.7	3.6	3.6	3.5
No significant differences.					
Public school information					
Mean	2.9	2.8[*]	2.7[*]	3.2[*]	2.7[*]
* Enlisted were significantly higher than Retired, Civilians, and Officers.					
Housing					
Mean	2.6	1.9[*]	2.1[*]	3.1[*]	2.8[*]
* Enlisted were significantly higher than Retired, Civilians, and Officers. Officers were significantly higher than Retired and Civilians.					
Family health care					
Mean	3.7	4.0[*]	3.4[*]	3.8[*]	3.5[*]
* Retired and Enlisted were significantly higher than Civilians and Officers.					
Religious services					
Mean	2.8	2.9	2.6[*]	3.0[*]	2.9
* Enlisted were significantly higher than Civilians.					
Redeployment ceremonies					
Mean	3.0	3.2[*]	2.9[*]	3.1[*]	3.1
* Civilians are significantly less interested than Retired and Enlisted.					
Crime					
Mean	3.7	3.8[*]	3.6	3.7	3.4[*]
* Retired were significantly more interested than Officers.					
Mean	1.95	1.7[*]	1.8	2.2[*]	2.0
* Enlisted were significantly higher than Civilians ($p = .005$).					
Cellphone text					
Mean	2.26	2.0[*]	2.0[*]	2.5[*]	2.4[*]
* Enlisted were significantly higher than all Retired ($p = .002$) and Civilians ($p = .002$). Officers were significantly higher than Civilians ($p = .05$).					
Radio					
Mean	3.61	3.9[*]	3.8[*]	3.4[*]	3.4[*]
* Retired and Civilians were significantly higher than Enlisted and Officers ($p = .06$).					
E-mail					
Mean	3.99	4.2[*]	4.2[*]	3.8[*]	3.9[*]
* Retired and Civilians were significantly higher than Enlisted and Officers ($p = .06$).					

Table 11

Agreement with Fort Leonard Wood statements

Mean	Statement	Retired	Civilian	Enlisted	Officers
4.0	FLW is a top training facility for Army Soldiers and civilians.				
	Mean by category	4.4^*	4.4^*	3.7^*	3.9^*
	* Retired and Civilians were significantly higher than Enlisted and Officers.				
4.2	I understand FLW's mission as it applies to my group/division.				
	Mean by category	4.5^*	4.5^*	3.9^*	4.1^*
	* Retired and Civilians were significantly higher than Enlisted and Officers. Officers were significantly higher than enlisted.				
3.8	I get good information that helps me do my job.				
	Mean by category	4.0^*	4.0^*	3.6^*	3.8
	* Retired and Civilians were significantly higher than Enlisted.				
3.7	I'm encouraged to communicate my opinion about operations to my supervisor/others.				
	Mean by category	3.9^*	3.8	3.6^*	3.9^*
	* Enlisted were significantly lower than Retired and Officers..				
3.1	I am knowledgeable about all three FLW schools.				
	Mean by category	3.4^*	3.3^*	2.9^*	3.1^*
	* Retired were significantly higher than Enlisted and Officers. Civilians and Officers were significantly higher than Enlisted.				

<u>No significant differences.</u>

3.7	I get most of my information from other Soldiers/civilian workers.				
3.4	Information from higher channels is accurately received.				
3.4	I usually feel that I'm getting all the information about FLW that is relevant to me.				
3.4	Sometimes I'm surprised by information that I should have received earlier.				
3.1	My family gets good information about what's going on at FLW.				
3.8	When there's something I really need to know, I know where to go to find out about it.				
3.4	There is a good flow of information from higher levels down to me.				
3.7	I receive a lot of information that is not relevant to me.				

Table 12
Use of Each Type of Medium by Daypart
(Entertainment Use)

Question: For each of the time periods, tell us what media you're likely to use for entertainment. Mark all time periods which apply for each media option. (N varied based on category.)

Communication Channel	Before class/work		During the workday		Early evening (1800-2200)		Late evening (after 2200)	
Other people (face-to-face)	266	32.0%	584	70.2%	548	65.9%	166	20.0%
Cell phone	348	47.5%	450	61.4%	554	75.6%	253	34.5%
Internet	338	38.5%	436	49.7%	690	78.6%	289	32.9%
Computer	314	36.4%	435	50.5%	669	77.6%	281	32.6%
Network television	265	32.0%	152	18.4%	691	83.6%	267	32.3%
Cable television	298	35.6%	163	19.5%	697	83.4%	296	35.4%
Print newspaper	201	29.3%	253	36.9%	400	58.3%	74	10.8%
News website (e.g., CNN.com)	264	34.6%	316	41.5%	535	70.2%	170	22.3%
Online video	126	18.8%	222	33.1%	472	70.3%	153	22.8%

Appendix 4—Influential Interview Instrument

US Maneuver Support Center and Ft. Leonard Wood:
Brand Perception Research – Influencer Interviews (Draft 1)

- **PURPOSE:** Understand existing attitudes and beliefs to help guide the development of a marketing communication plan

- **RECORDING:** Permission to record for note-taking purposes

GENERAL IMPRESSIONS OF US Maneuver Support Center and Ft. Leonard Wood

Hello, I'm xxxx calling on behalf of Fort Leonard Wood. Thanks for your willingness to talk with me today about your perceptions and opinions about FLW. Is now still a good time for us to talk?

Thank you.

1. **First, have you or others in your family served in the Armed Forces? Where? When?**

2. **When you think of the U.S. Armed Forces, what words or images come to mind?**

3. **What military bases come immediately to mind? (Note names and locations)**

4. **When you think of these military bases – what words or images do you associate with them?**

5. When you hear "Ft. Leonard Wood" what does that <u>mean to you</u>? What do you think of?

_____

_____

_____

6. What would you say is the primary role of Ft. Leonard Wood? Explain.

_____

_____

_____

7. In broad terms, what is your <u>overall opinion</u> of Ft. Leonard Wood?

_____

_____

_____

8. What do you consider to be the <u>greatest strengths</u> of Ft. Leonard Wood? Explain.

_____

_____

_____

9. What attributes, characteristics, or personality traits would you use to describe Ft. Leonard Wood? (PROBE: What is the essence of Ft. Leonard Wood? What is it all about?)

_____

_____

_____

10. What are the perceived <u>weaknesses</u> of Ft. Leonard Wood that we need to know about?

_____

_____

_____

11. From your perspective as a *<< business leader / government leader >>,* what's the real <u>unsung benefit</u> that Ft. Leonard Wood offers the state's *<< business*

community / taxpayers >>? For example, how would you complete this sentence: The one thing **Ft. Leonard Wood** *needs to be telling << the Missouri business community / Missouri taxpayers >> is:_____*

12. **Have you ever heard of the Ft. Leonard Wood Institute? If yes, can you describe its primary role?**

13. **What is your overall impression of the Leonard Wood Institute? Explain.**

PRE-TEST: ATTITUDES ABOUT FT. LEONARD WOOD

14. **What is your general impression of US Army Ft. Leonard Wood when compared to other US Military installations? Would you say it's superior, comparable, or inferior to others? Explain.   (Probe names of other installations)**

15. **Please indicate whether you feel the following statements are true or false about Ft. Leonard Wood:**
    o **Has three Army colleges within its borders and trains all of the Army's Engineers, Military Police, Chemical, Biological, Nuclear, Radiological Soldiers, and Truckdrivers.**
       (T)   (F)
    o **Is a first responder to national threats like earthquakes and tornadoes**

       (T)   (F)
    o **Trains the Army of today to be leaders for life**
       (T)   (F)
    o **Is important to our country in defending our homeland.   (T)
       (F)**
    o **Integrates with major organizations in the community.   (T)
       (F)**

- **Has Army, Navy, Air Force and Marines on base.**
  (T)   (F)
- **Offers a business incubator**   **(T)**
  (F)
- **Funds Army/Business research through Public/Private partnership.**
  (T)   (F)
- **Provides training demonstrations to community organizations. (T)**
  (F)
- **Is growing**
- **Is an economic engine with state-wide impact.**   **(T)**
  (F)
- **Trains Soldiers to interact with other cultures.**   **(T)**
  (F)
- **Is a leading developer of ways to defeat IEDs**
  (improvised Explosive Devices)   **(T)**
  (F)
- **Is a good place to work**   **(T)**
  (F)

16. What in your opinion is the single most important statement above? Explain.

_____

_____

_____

17. Which is the second most important statement above? Explain.

_____

_____

_____

18. Which statement was the biggest surprise to you? How so?

_____

_____

_____

19. Was there anything else that you found to be surprising or did not know to be true about Ft. Leonard Wood? Why was that?

_____

_____

_____

20. How does this alter your impression about Ft. Leonard Wood? Explain.

_____

_____

21. Based in this context, what images, adjectives or attributes would you now associate with Ft. Leonard Wood?

_____

_____

_____

22. Now, I'm going to read you some statements. One a 1-5 scale where 5 is very important and 1 is not very important, please tell me how you feel about the following statements:
- Strengthening Missouri's economy
- Creating jobs
- Putting Missouri on the national defense map
- Partnering with companies on defense-related research
- Training young people to be tomorrow's leaders
- Training young people to be tomorrow's citizens
- Helping protect America
- Helping protect Missouri and its communities
- Creating opportunities for youth to mature
- Building strong warriors
- Supporting strong families
- Creating opportunities for youth to continue their education
- Building leaders for life
- Supporting American soldiers in Iraq and Afghanistan

23. Now, reviewing the list again, please tell me which statement in your opinion is the most important:
- Strengthening Missouri's economy
- Creating jobs
- Putting Missouri on the national defense map
- Partnering with companies on defense-related research
- Training young people to be tomorrow's leaders
- Training young people to be tomorrow's citizens
- Helping protect America
- Helping protect Missouri and its communities
- Creating opportunities for youth to mature
- Building strong warriors
- Supporting strong families
- Creating opportunities for youth to continue their education
- Building leaders for life
- Supporting American soldiers in Iraq and Afghanistan

MESSAGE TESTING

24. **Now I would like to read you some information about the Ft. Leonard Wood. For each one of the following statements, I'd like to know the extent to which this information makes you more likely to want to have positive views toward Ft. Leonard Wood. Please use a scale from one to seven, where 1 means "this information does NOT make me more likely to have positive views toward Ft. Leonard Wood" and 7 means "this information makes me VERY likely to have positive views toward Ft. Leonard Wood." AFTER EACH STATEMENT, BRIEFLY EXPLAIN YOUR RESPONSE.**

		Does NOT make me more likely to have positive views						*Makes me VERY likely to have positive views*	*Unsure*
a.	FLW partners with the other branches of the military, including Marines, Navy, and Air Force.	1	2	3	4	5	6	7	9
	EXPLAIN:								
b.	FLW trains soldiers to be citizens as well as warriors.	1	2	3	4	5	6	7	9
	EXPLAIN:								
c.	FLW has many partnerships with companies across Missouri.	1	2	3	4	5	6	7	9
	EXPLAIN:								
d.	FLW helps ensure the national security of America.	1	2	3	4	5	6	7	9
	EXPLAIN:								
e.	FLW trains critical civil support teams for the U.S. Army.	1	2	3	4	5	6	7	9

	EXPLAIN:								
f.	FLW results in millions of dollars being invested in Missouri.	1	2	3	4	5	6	7	9
	EXPLAIN:								
g.	FLW prepares many young people for successful jobs after their service.	1	2	3	4	5	6	7	9
	EXPLAIN:								
h.	FLW prepares young people to be good citizens and leaders for life.	1	2	3	4	5	6	7	9
	EXPLAIN:								
j.	FLW strengthens the Missouri economy.	1	2	3	4	5	6	7	9
j.	**EXPLAIN:**								
	FLW provides hundreds thousands of civilian jobs (civil service and contract).	1	2	3	4	5	6	7	9
k.	**EXPLAIN**:								
l.	FLW provides significant health care to people in Missouri.	1	2	3	4	5	6	7	9
l.	**EXPLAIN:**								

m.	FLW is the only installation in the US to have three colleges:to train and educate the Army's military police, engineersing, and CBRN/chemical Soldiers and truck driverschemical research ..	1	2	3	4	5	6	7	9
	EXPLAIN:								
n.	FLW is a major Missouri asset.								
o.	FLW can provide excellent role-modeling for Missouri's youth.	1	2	3	4	5	6	7	9
	EXPLAIN:								

POST-TEST: ATTITUDES ABOUT FT. LEONARD WOOD

25. After hearing the information I've shared with you, how has your opinion of Ft. Leonard Wood changed? (PROBE: Was there any information I shared with you that made you feel differently, or that you found particularly surprising?) **Explain.**

_____

_____

_____

26. Based upon the information that has just been shared with you, would you say that your general impression of Ft. Leonard Wood when compared to other US Military installations is still <<superior, comparable, or inferior>> to others? Explain.

_____

_____

_____

27. Do you still think this impression is consistent with the general image that most Missourians have of Ft. Leonard Wood? Explain. (PROBE: Was there any information I shared with you that made you feel differently, or that you found particularly surprising?)

_____

_____

_____

FINAL THOUGHTS

28. As you can probably tell, we are trying to figure out what is the most effective way to get the message out about the importance of Ft. Leonard Wood in the State of Missouri, and in particular the benefits that Ft. Leonard Wood provides to government leaders, the business community and everyday citizens.

With this in mind, can you give any advice on the best way to reach out to << _other members of the business community / other government leaders_ **>> with such a message?**

- **PROBE: Are there any particular concepts, words, or phrases that you feel resonate well with this audience when speaking about this kind of topic? Or any concepts, words, phrases to avoid?**

- **PROBE: Are there any particular media (e.g. publications or programs) or other avenues that you recommend for reaching this audience?**

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- **PROBE: If there were a message that you would like to be delivered to the Commanding General about Ft. Leonard Wood, what would it be?**

- **PROBE: Any other recommendations?**

_____

_____

_____

29. Is there anything else that you would like to add that you feel I might have missed during this interview?

_____

_____

_____

(END OF QUESTIONNAIRE)

* It should be noted that the researchers have no financial interest in Newsy.com or other potential service providers to FLW.

Letter to Influentials from the CG

woo<<< PRINT ON GENERAL MARTIN'S LETTERHEAD >>

Date

Name
Title
Company
Street Address
City, State, Zip

Dear FIRST NAME,

An important goal I pledged to tackle upon my appointment as Commanding General of Fort Leonard Wood was to expand our collaborations with private businesses in Missouri. As you may or may not know, Fort Leonard Wood << need one sentence explanation of its offering >>

To that end, we have engaged the University of Missouri and the communications firm of Fleishman-Hillard to conduct a baseline study of attitudes among business leaders, and

government decision makers. The goal of this research project is to measure awareness and perceptions of Fort Leonard Wood, and to better understand how the base more effectively partner with Missouri companies, particularly those in the technology industry.

In order to gain this deep and valuable understanding of perceptions, and also the opportunities and challenges that lie ahead, we are conducting in-depth interviews with a small sampling of key business and government leaders across the state. Given your position, background, and expertise, I would personally like to ask for your help in this process by sharing your opinions and insights.

Fleishman-Hillard's research team will be conducting interviews throughout the month of November. In the coming days, a representative from Fleishman-Hillard will contact you to schedule a 30 minute telephone interview at your convenience. Alternatively, if you wish to proactively reach out to Fleishman-Hillard to schedule your interview, please contact Laura Kurzu (314) 223-1400 or laura.kurzu@fleishman.com.

Please be assured that Fleishman-Hillard will exercise the highest degree of confidentiality and sensitivity when handling the results. All responses will be used for summary analysis only. Anonymity is absolutely guaranteed, and your name will not be revealed in conjunction with any aspect of this study or the analysis.

I hope that you will accept this invitation to participate in an interview. Your opinions will help us generate a truly meaningful analysis.

Sincerely,

General Gregg Martin